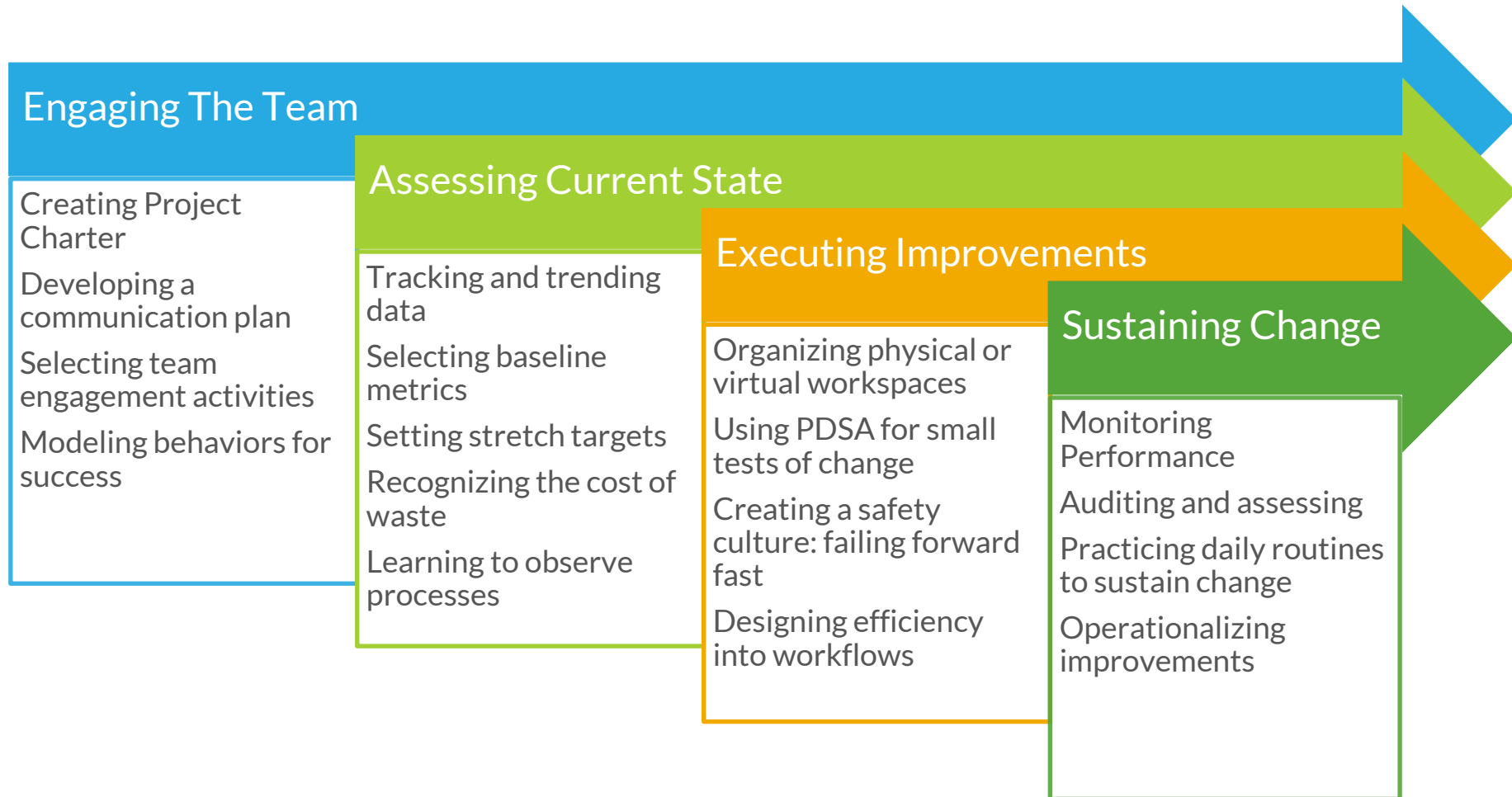


Sustaining Change

Session 7



Course Overview



Agenda for Session 7

Topic/Subject	Duration	Method
Welcome and sharing	5 min	Personal Sharing
Monitoring Performance	15 min 15 min	PowerPoint presentation Breakout Discussion
Auditing and Assessing	10 min 15 min	PowerPoint presentation Breakout Discussion
Practicing Daily Routines to Sustain Change	10 min 15 min	PowerPoint presentation Breakout Discussion
Wrap-up and Next Steps	5 min	PowerPoint presentation Questions and Answers

Monitoring Performance

What performance metrics are you monitoring?

Use the chat to share



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

1. Current Condition: (Problem Statement)		3. Goal Statement / Deliverables			
2. Analysis: 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		4. Metrics	Baseline	Target	Long Term
		5. Business Case /Alignment			

Project Charter

8. Key Activities and Milestones / Action Plan		Shade intensity of work: high , medium , low					
Focus Area	Activity <small>List activities in support of the focus areas.</small>	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							

Visual Management Board: Customer Service Phone Data

NAME	ADH	PCP	CALL HANDLE	SSSS	WIPS	REP	# OF CALLS	ADH	PCP	CALL HANDLE	SSSS	WIPS
ADAM	24	97%	6:16	11:13	6,728							
ALICJA	30	100%	4:30	9:50	9,389							
ANGELA	34	98%	3:45	8:05	8,892							
BECKY-LYN	6	100%	2:37	6:24	4,700							
BEN	30	99%	3:59	8:58	9,944							
BRITTNEY	26	97%	4:39	9:29	14,672							
CYNDI	22	99%	5:02	9:48	2,526							
DENISE	25	96%	4:16	8:50	3,400							
D'ETTA	31	98%	5:15	8:54	7,652							
GENA	34	98%	4:33	7:19	5,514							
ISABEL	25	99%	4:43	9:50	8,983							
JANET	27	100%	4:29	9:45	4,470							
JENELYN	29	90%	4:56	8:29	9,354							
JENNIFER	3	74%	3:11	10:08	2,425							
KRISTIN	21	97%	4:27	8:38	10,731							
LAUREN	16	99%	3:07	6:44	4,501							
LINDA	28	99%	3:23	7:00	6,907							
LORIE	20	100%	3:25	8:59	8,595							
MARIA	35	100%	3:31	6:52	18,096							
MINDY	33	99%	0:47	4:37	6,650							
NIKI	5	100%	2:00	11:48	188							
PAM	33	96%	4:08	8:05	6,673							
PAULINE	24	100%	3:51	7:35	10,028							
ROZ	24	98%	2:58	7:45	5,691							
SAVETRA	2	94%	7:50	14:37	1,774							
SHENISE	23	97%	4:55	9:31	7,269							
SHERON	23	100%	5:20	8:22	2,669							
STEPHANIE	19	98%	6:03	10:41	4,892							
STEVE	23	100%	5:29	11:36	5,229							
TESS	31	100%	3:33	8:54	16,456							
THERESA	31	98%	3:21	7:01	8,581							
TIFFANY	7	91%	0:40	3:45	3,885							
TIM												
BELVA												
JULIE												
DONILLE												
EDNA												

WEEK ENDING 9/28

TALK TIME VACATION
TALK TIME VACATION
TALK TIME VACATION

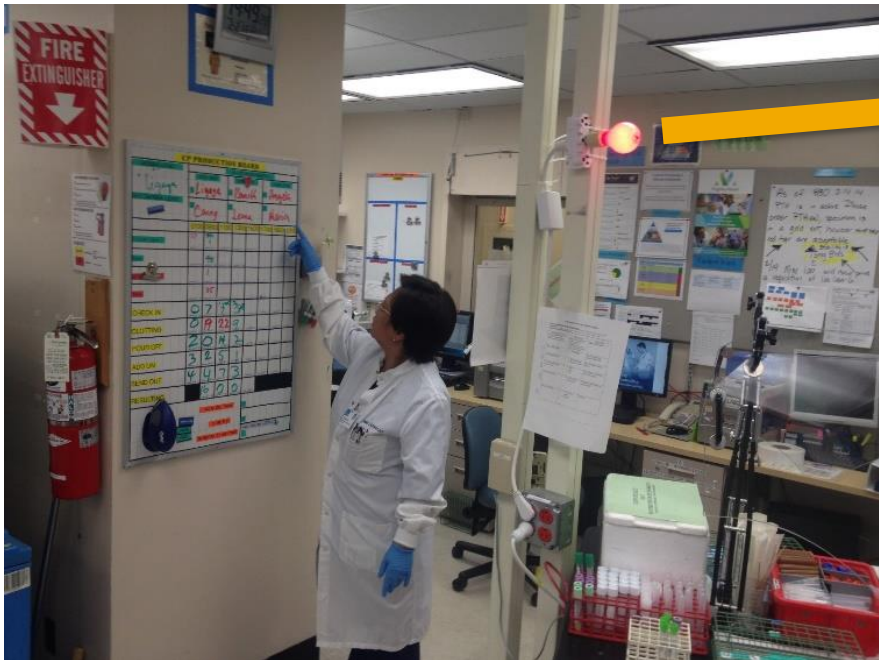
Visual Management Board

Claim Edits

DRO	Dec '12	Jan '13	Feb '13	Mar '13	Apr '13	May '13	June '13	July '13	Aug '13	Sept '13	Oct '13	Nov '13	Dec '13	Jan '14	Feb '14	Mar '14	
B-3	28.7	30.6	31	31.4													
HPA	40.8	42.7	42.8	43.1													
BAR GOAL = 28 HPA GOAL = 39																	
MONDAY TUESDAY WEDNESDAY THURSDAY FRIDAY GOAL																	
UNBILLED CLAIMS DAILY	34 M				28 M				27 M				28 M				20 M
HPA AGING = 14% CLINIC AGING = 4%																	
WORK IN PROGRESS (WEEKLY)	4/10/2013				4/17/2013												
BAR CLAIM EDITS	999 = 366,339.11				1,076 = 397,033.03												
HPA CLAIM EDITS	93 = 332,086.67				6 = 19,344.60												
GE UB 04 EDITS	346 = 2,098,777.04				78 = 380,292.52												
GE CMS 1500 EDITS	2,795 = 1,434,275.04				2,747 = 1,489,733.26												
GE WEB REJECTS	197 = 208,673.01				96 = 128,168.33												
TES EDITS (BILLING)	246 = 51,527.93				484 = 104,954.98												
UNWORKED PAPER CLAIMS	10 = 3,955.00				15 = 6,085.24												
PENDING CHART DOCUMENTATION	12 = 6,159.00				5 = 6,435.00												

Root-Cause Analysis

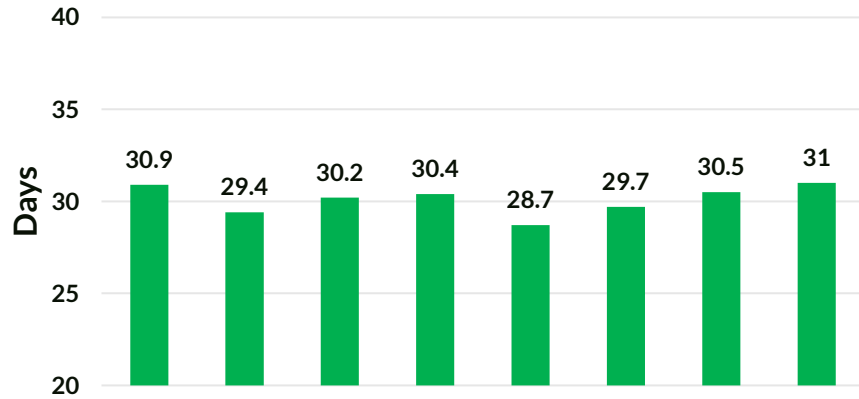
Real-time response to and tracking of abnormalities



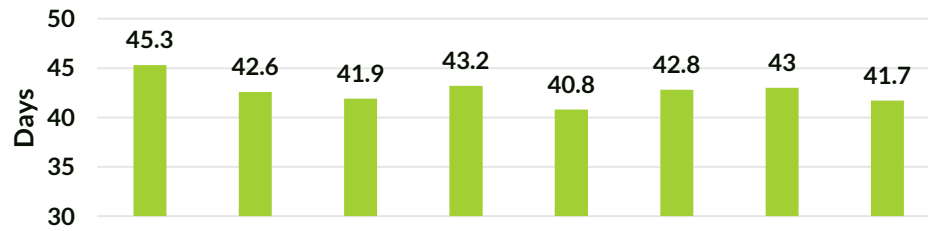
DATE 2/21/14		PRODUCTION BOARD		
GEMBA: G. Vetter		H1	H2	H3
S. Vetter 140		6		3
CDUR				
CDU1				
7:00				
PH 75-01 - RN Draw. RN Rabbit will change order to nurse collect				
PH				
PH/SL				
TDR				
TDR				
TDR				
TDR - 54 - Hard draw. RN Sam aware				
TDR				
TDR				
TDR				
TDR 75-01 - Patient refused. RN Lisa will draw				
TDR				
TDR				
TDR				
ORDERED SUPPLY		APPROVED	MISSING	
1 RD 2/21/14 0900 GCA		Nancy 2/21/14		Ø

Trending Data

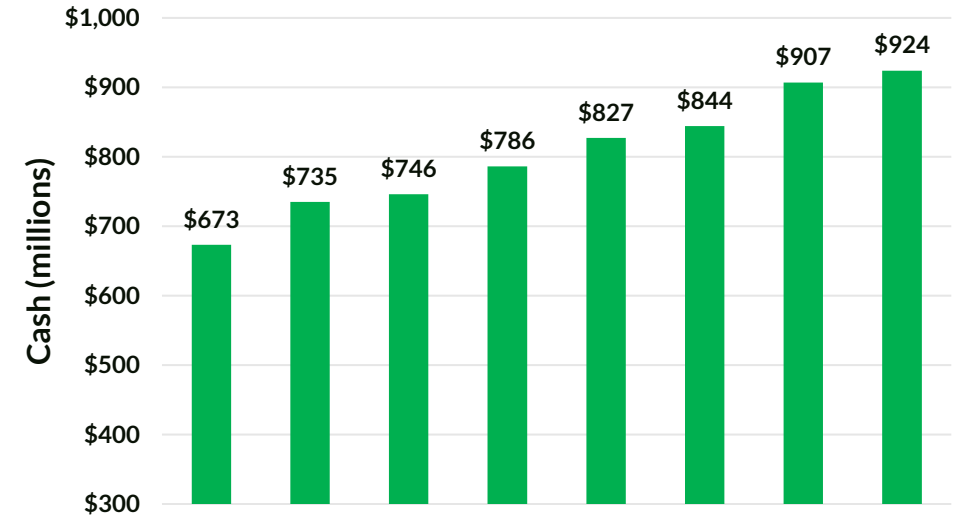
Clinic Accounts Receivable Days Revenue Outstanding



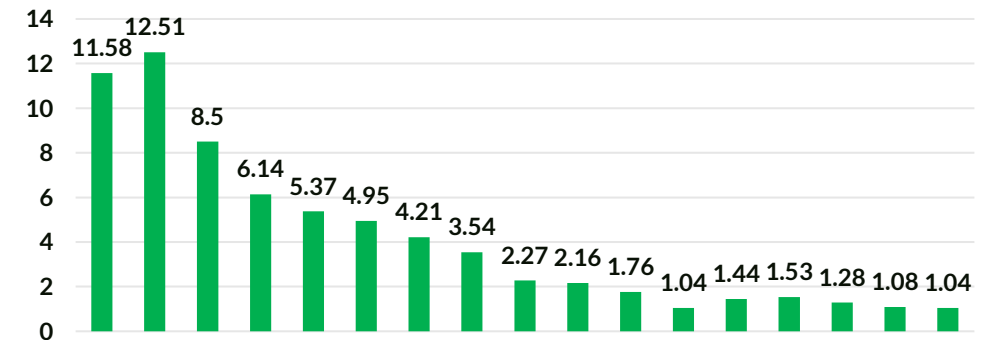
Hospital Accounts Receivable Days Revenue Outstanding



Cash Collections



Clinic Credit Balances (Average Daily Revenue)



Measuring Performance in the Department

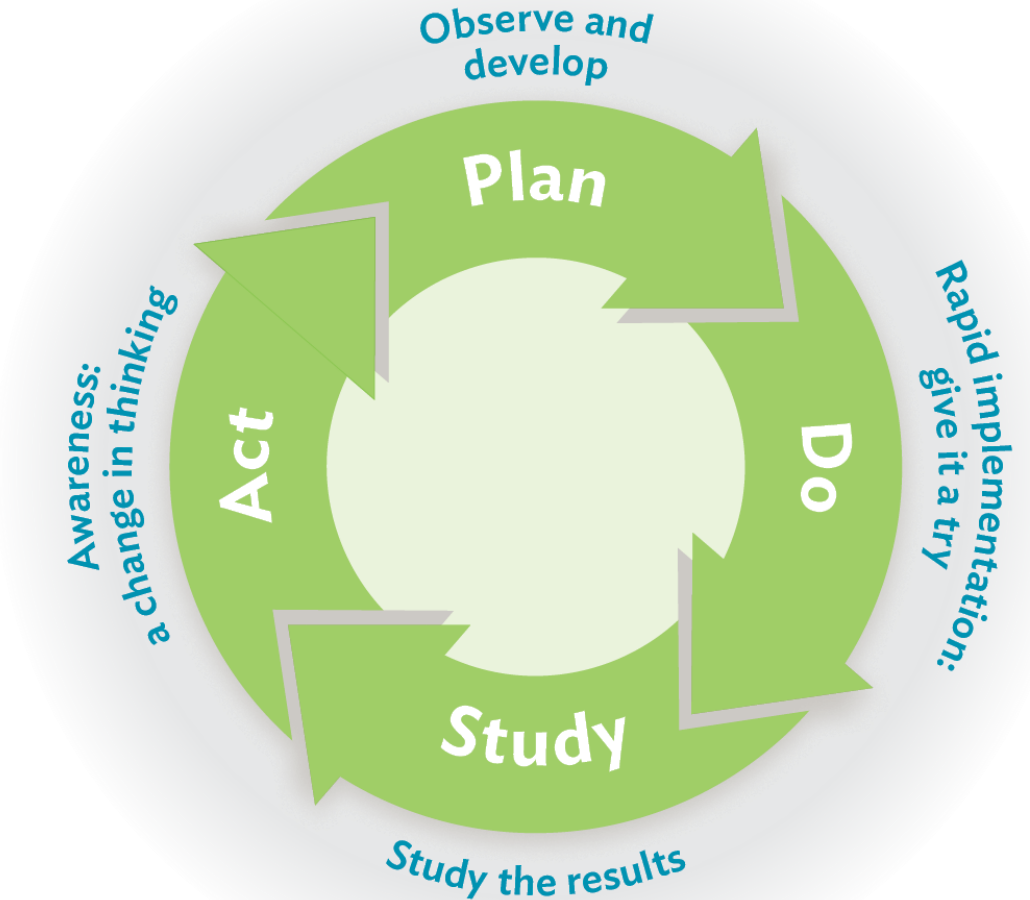
Daily Monitoring

Description	Baseline	Stretch Target	Mon	Tue	Wed	Thurs	Fri
Demand	38	50	48	37	32		
Staffing	4	4	4	4	3		
Work-in-Process	480	3 days demand	5 days demand	4 days demand	3 days demand		
On Time	30 min behind	In Flow	30 min behind	15 min behind	In Flow		
# errors from yesterday	2	0%	15%	8%	5%		
New deposit batches prepared and ready prior to 8am start		100%	90%	10%	100%		
New standard followed		100%	90%	10%	100%		



Monitoring New Ideas

Everyday Lean Ideas – SPD				
E.L.I.	PLAN	DO	STUDY	ACT
INVENTION- MONITOR	Intergrade timer, alarm, thermometer in one gadget	Box casing	VM Intellectual Property Venture	Review 7/31/17
WIP Reduction	Pilot - Co-Pilot	Envision TEAM IRM Pilot - Co-Pilot	Monitor Production	PDSA 8/1/17
Go Green - Bowe Dick	Reduce Landfill, Save Cost	Change Bowe Dick monitoring to 1 piece instead of 2	Monitor efficiency, Cost	PDSA 7/1/17
STILL ASD - RSP FASER INSIDE TURN AROUND	Rapid Read Out Standard Bio	Use ASD 30 min bio read out in Howard	Lead Time Red, SMP Compactible	Under Review
Reduce Production Time - Clark	Use Pre-printed Bar Code against Scan Bar Code	Use Pre-printed stickers on Paul Pack & Clinics	Reduce Lead Time, Save Cost	PDSA 7/1/17
Relocate Implant Recipe	Avoid crumbling of Implant Recipe	Place recipe outside after sterilization	Monitor crumbling of recipe	PDSA 9/27/17



Monitoring Performance for Improvement Activities

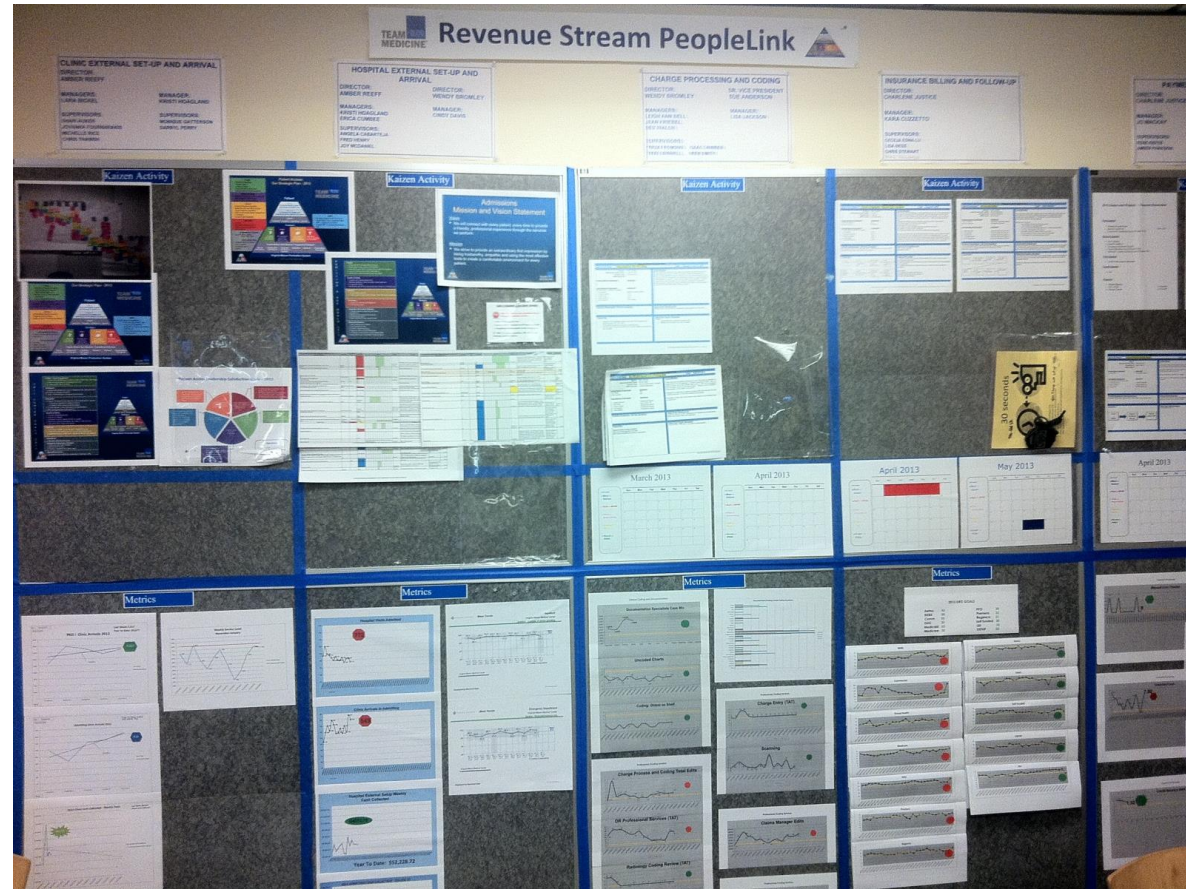
Checking in at 30, 60, 90 days

Description	Baseline	Stretch Target	30 days	60 days	90 days	Qtr 2
Walking Distance	538 steps	115 steps	250 steps			
Lead time	1:25:00	20:00	48:00			
% of Defects	78% 0.05%	0%	38% 0%			
5S	Level 1	Level 4	Level 2			
Setup	46 minutes	<9 minutes	18 minutes			



Patient Financial Services Standup

Every Thursday at 7:30am



PeopleLink

	What Our Patients Say...	Our Focus	Target Sheet
Our Focus and Purpose	Purpose: To remind staff that the focus of all our work is to ensure the best experience for our patients.	Purpose: To ensure that staff understand what are the important goals for Virginia Mason and the Department.	Purpose: To specify target metrics used to measure success toward department goals and the current status of those targets.
	Supporting Data		
Team Progress	Purpose: To provide specific data to support the department target sheet in the “Our Goals” section.		
	Our Patient’s Experience (Value Stream Maps)		Today’s Work (Action Plans)
Current Work	Purpose: to show the current state of a patient’s experience, using the tools of VMPS®.		Purpose: To ensure staff know the status of work currently identified to help archive department goals.
	We Need Your Ideas On...	Everyday Ideas	PDSA template
Turn Your Ideas into Action	Purpose: To help provide direction on which ideas are most needed by the team to help achieve goals.	Purpose: To highlight and celebrate ideas that the staff have submitted and tested with their manager.	Purpose: To ensure staff have easy access to the template.

Monitoring Performance: Breakout Discussion

10 minutes

Discuss your metrics with your peers:

- Are you measuring the right things? Anything missing?
- Is it easy to get the data?
- Do the metrics drive action?
- Are the PROSAC or QSDCM elements included?
- How do you share information?

<input type="checkbox"/>	Products	What does your business produce today?
<input type="checkbox"/>	Resources	What resources do you have available today to meet the demand of your products/services?
<input type="checkbox"/>	Outputs	How much do you plan to make today (planned) and did you make it (actual)?
<input type="checkbox"/>	Status	What is today's status of the business today, or throughout the day? Will we be safe? Successful?
<input type="checkbox"/>	Abnormalities	When abnormalities occur during the day, how will we know?
<input type="checkbox"/>	Countermeasures	When abnormalities occur, what countermeasure do we apply and how will we know that they have been applied?

QSDCM

- Quality
- Service
- Delivery
- Cost
- Morale

Auditing and assessing

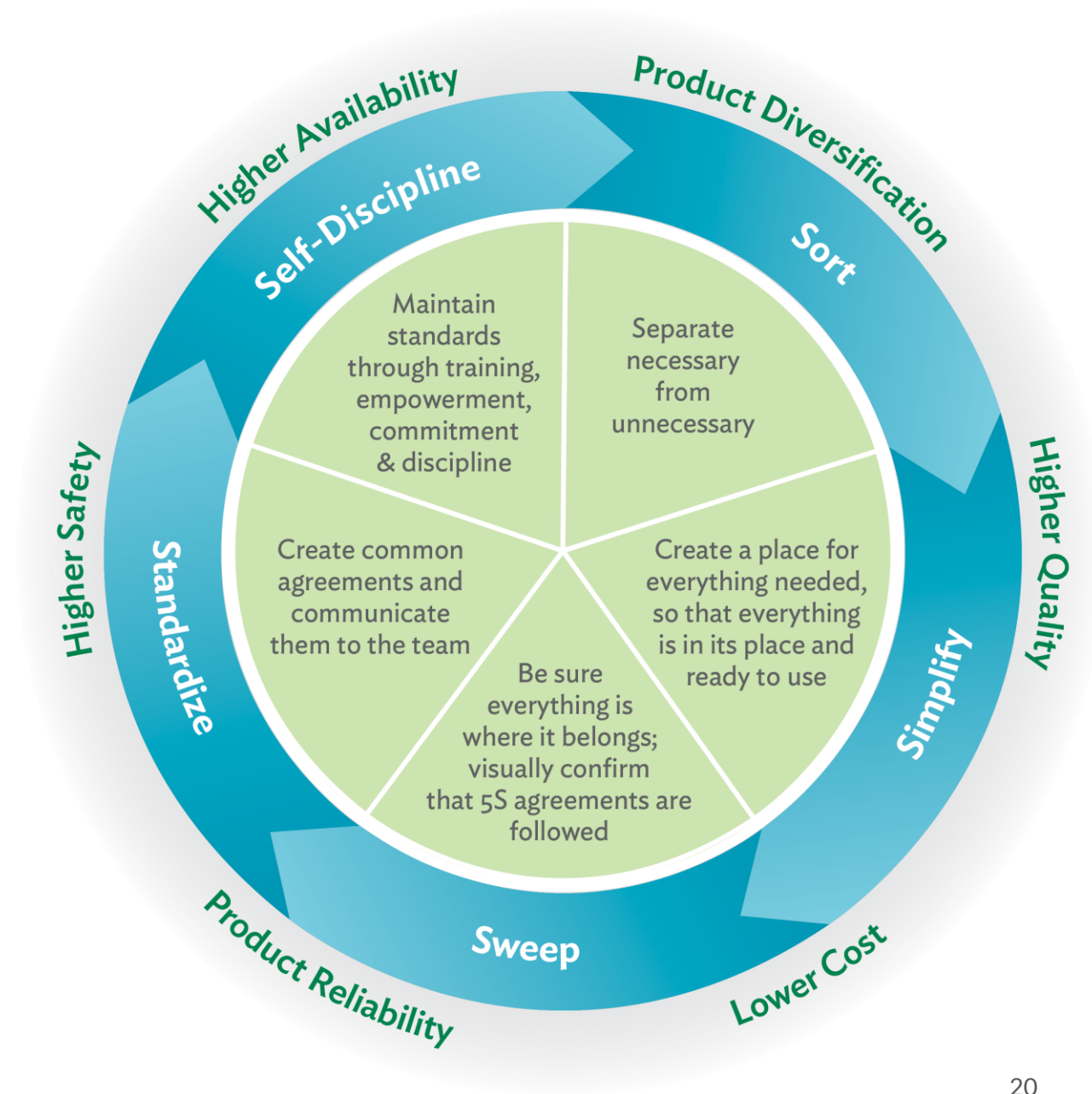
What type of auditing do you do to ensure the reliability of processes?

Use the chat to share



5S

Self-Discipline includes maintaining standards through training, empowerment, commitment and discipline.



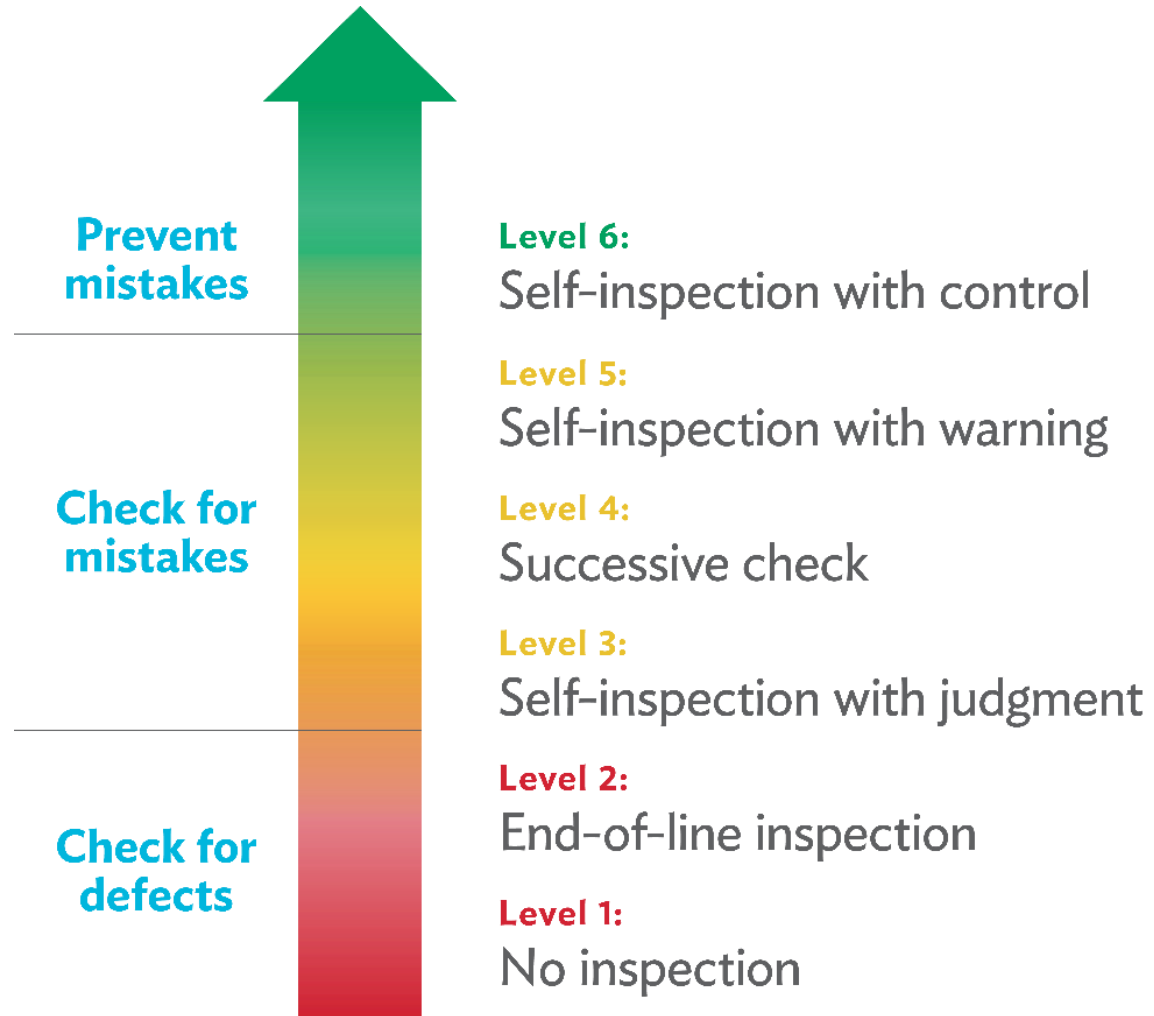
5S Audit

As we complete our 5S of physical (and virtual) spaces, we can audit to see how we've changed.

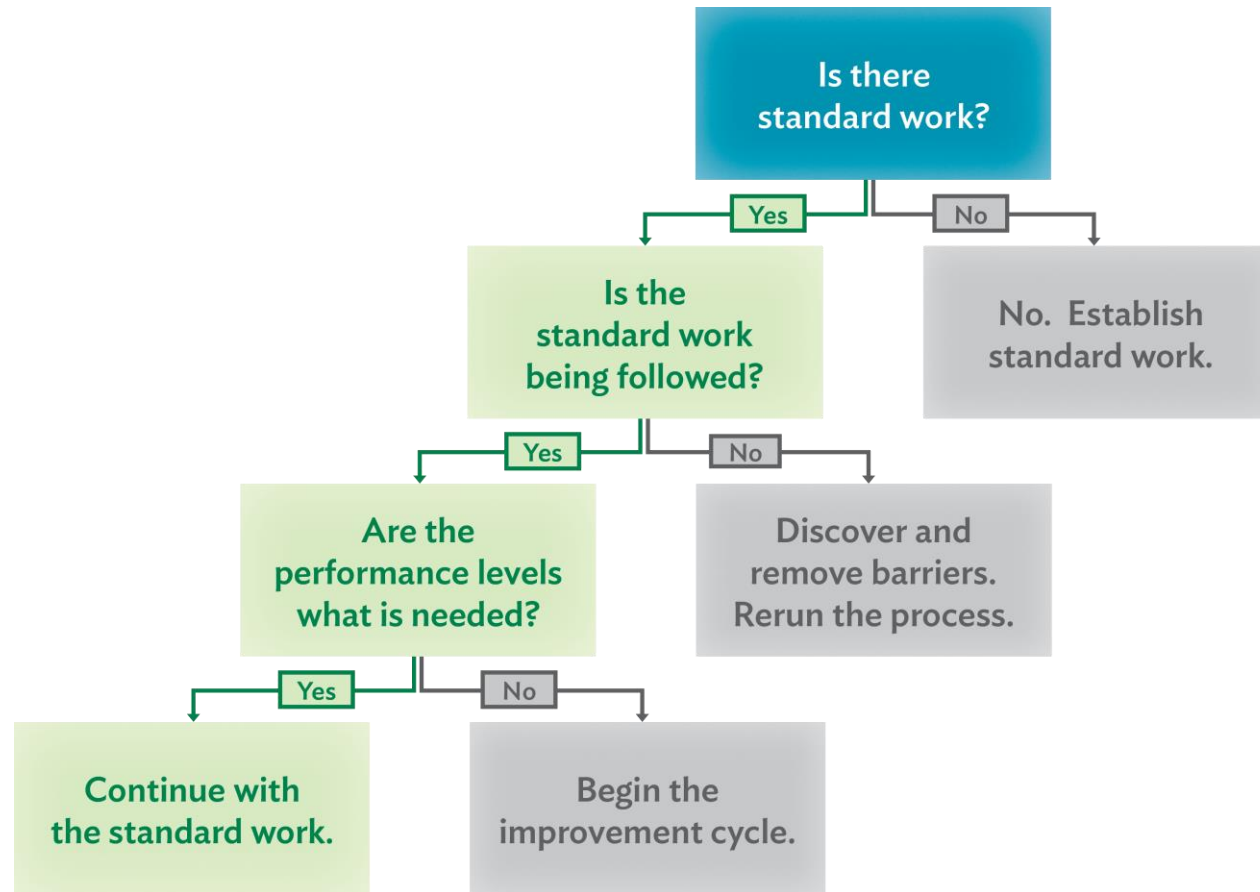
The audit tool can also be used as an action plan for the next level of improvement for the area.

	Sorting	Simplifying	Sweeping	Standardizing	Self-Discipline
Level V Continuously Improve	Cleanliness problem areas are identified and mess-prevention actions are in place	Map has been created for each item in storage room showing general location and layout of materials and can be retrieved quickly with minimal effort	Potential problems are identified and countermeasures are documented	Reliable methods and standards are shared throughout similar work areas	Root causes are eliminated and improvement actions focus on developing preventive methods
Level IV Focus on Reliability	Work area has documented housekeeping responsibilities and schedules, and the assignments are consistently followed	Items move from storage to use; visual control created to identify point of use	Inspection of area occurs daily, and work areas and equipment are restocked and organized	Reliable methods and standards are adhered to by all members of the work group	Sources and frequency of problems are documented as part of routine work, root causes of noncompliance are identified, and corrective action plans are developed
Level III Make it Visual	Initial cleaning has been completed; items are disposed of according to auction disposition	Needed items are outlined, dedicated locations are properly labeled, and required quantities are determined	Visual controls and indicators are established and marked for the work area equipment, files and supplies	Documentation for all visual controls exists	Work group routinely checks area to maintain 5S agreements
Level II Focus on Basics	Needed and not-needed items are identified, and those not needed are removed from work area	Needed items are stored and organized according to frequency of use	Work group has agreed on items to be checked, and acceptable performance levels documented	Work group has documented agreements for needed items, organization and work area controls	Documentation of completed 5S is posted in work area; 5S is incorporated into new-staff orientation
Level I Just Beginning	Necessary and unnecessary items are mixed together throughout the work area	Items needed are located in various places throughout the work area	Key work items are missing and current location is not known	Standards for work area organization are not followed or documented	Work area checks are not done regularly, and there is no visual measurement of 5S performance

Mistake-Proofing: Levels of Inspection

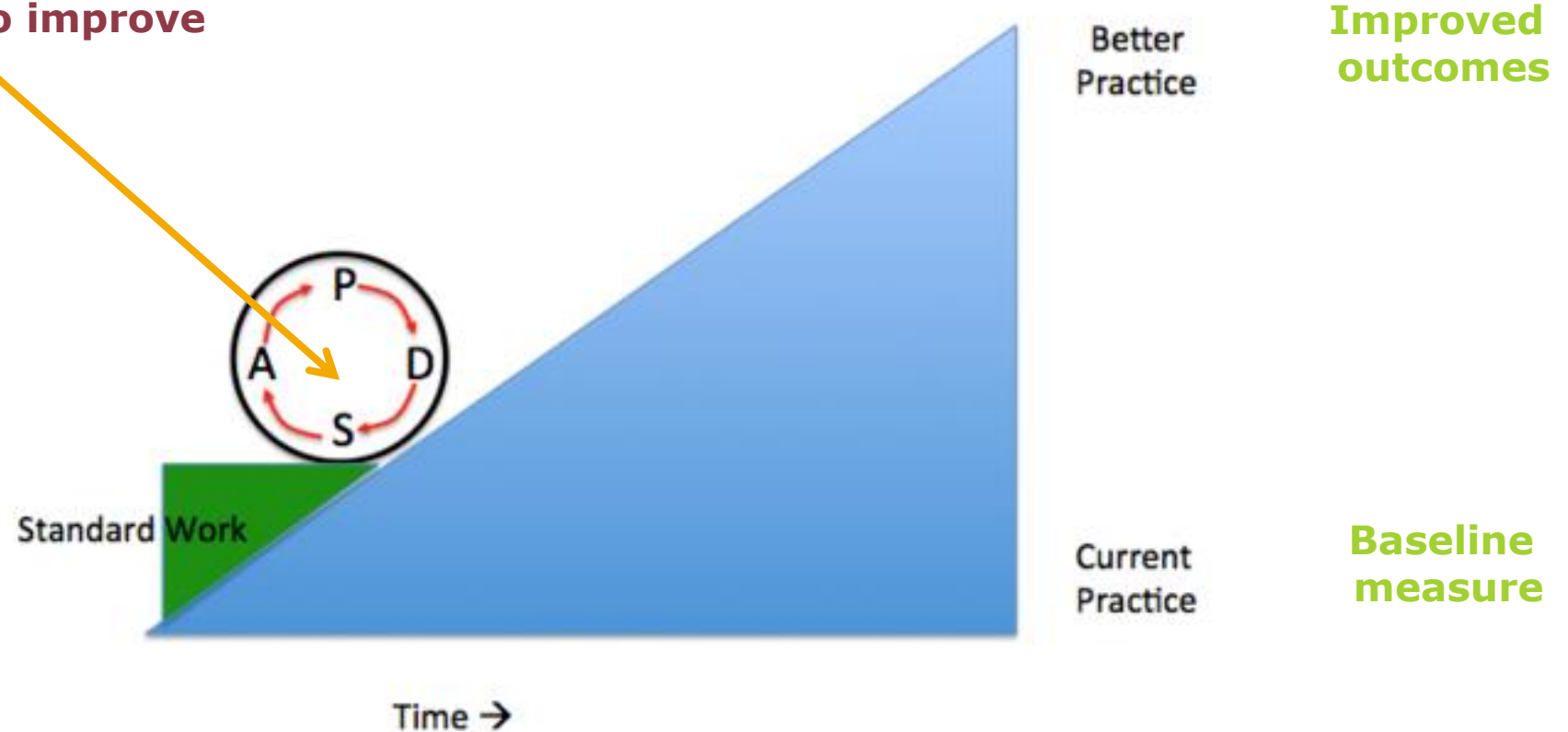


Standard Work Algorithm




Standard Work to Improvement

**You will know it's working, and you
can continue to improve**



Leader Rounding- Scheduling

- Leader rounding scheduled
- Posted in breakroom
- Agenda built into schedule

Bridget Genba Walk					
	Monday	Tuesday	Wednesday	Thursday	Friday
Week 1	7c Tech Leader TB	✓ 2.5p Tech	✓ 6i Tech IV Room	13i Tech	Buyer Residents TB
Week 2	Lead Tech Leader TB	✓ Supervisor / HCC	✓ Antimicrobial Stewardship	MED RPh	Resident 1 Residents TB
Week 3	C RPh Leader TB	ICU RPh	Specialist Clinical Council	VP of pharmacy	Resident 2 Residents TB
Week 4	 ED Rph Leader TB	RPh Meeting	Med Safety - RN leaders Tech Meeting	NT / N RPh	QA

Genba Round Agenda:	
1. Assess standard work - is agreed standard work being followed?	
2. What is going well?	
3. What is not going well? Rocks in Shoes?	
4. Everyday Lean Ideas	
5. Other barriers or challenges?	

Auditing Standard Work

Reviewing standard work compliance through leader routines

Time observations to verify cycle times and measure performance

In-flow feedback for performance and cross-training

Example: Are we answering the phone calls per the standard? Are we following up on the account per the agreed processes and documentation?



Standard Process Description: Missing Referral /Authorization Review and Adjustment





Quality Check		Safety Precaution	Standard WIP
Purpose: To insure Billers are completing a thorough audit prior to submitting adjustment request.			
Related Policies or Evidence:			
Roles/Work Units Who Must Adopt This Process: Insurance Billing and Follow-Up Billers			
This SP is for when a team member receives a denial of CO197/CO198			
STEP	OPERATOR	TASK DESCRIPTION	TOOLS/ SUPPLIES REQUIRED
1.	Biller	Pull up invoice/visit in GE	
2.	Biller	Check Invoice notes (BAR) and NA (Visit) notes This is to see if a team member has begun work on the account -or- if an authorization has been put in place.	
4.	Biller	Check NB screen for: <ul style="list-style-type: none"> Status changes-See Decision making for coding questions Process FSC change-Was it FSC'd correctly? On Visit use Action Code XJ-check for referral information If referral generated-Proceed to next step 	
5.	Biller	Check RA screen for: <ul style="list-style-type: none"> Date of service Internal referral status FSC Visit type provider matches 	
6.	Biller	Check Payer Website to: <ul style="list-style-type: none"> Verify plan Eligibility Insurance Referral/Auth status 	Utilize insurance grid tool to verify authorization is required.
7.	Biller	If Payer Website approved authorization is found, call for reprocessing. If referral/authorization is approved, but still receiving denial: What was the CPT Code approved? Can another CPT Code be added? What was the date/date range? Can another date be added/changed? What was the visit type? Can the referral/authorization be kept in place if visit type changed?	
Approval Date: 01/03/2020		Sponsored and Approved by: Kristi Hoagland	Author: Developing standard for requesting missing authorization adjustments Kaizen Event
Governing Department: Insurance Billing and Follow-up		Associated Policy Manual: Insurance Payment Closure / Follow-up	Next Review Date: 01/03/2021

Reviewing Demand

Leadership performing daily and weekly huddles to audit given metrics, reallocate resources and escalate account resolutions.

Ensuring each type of demand is reviewed at the proper cadence.

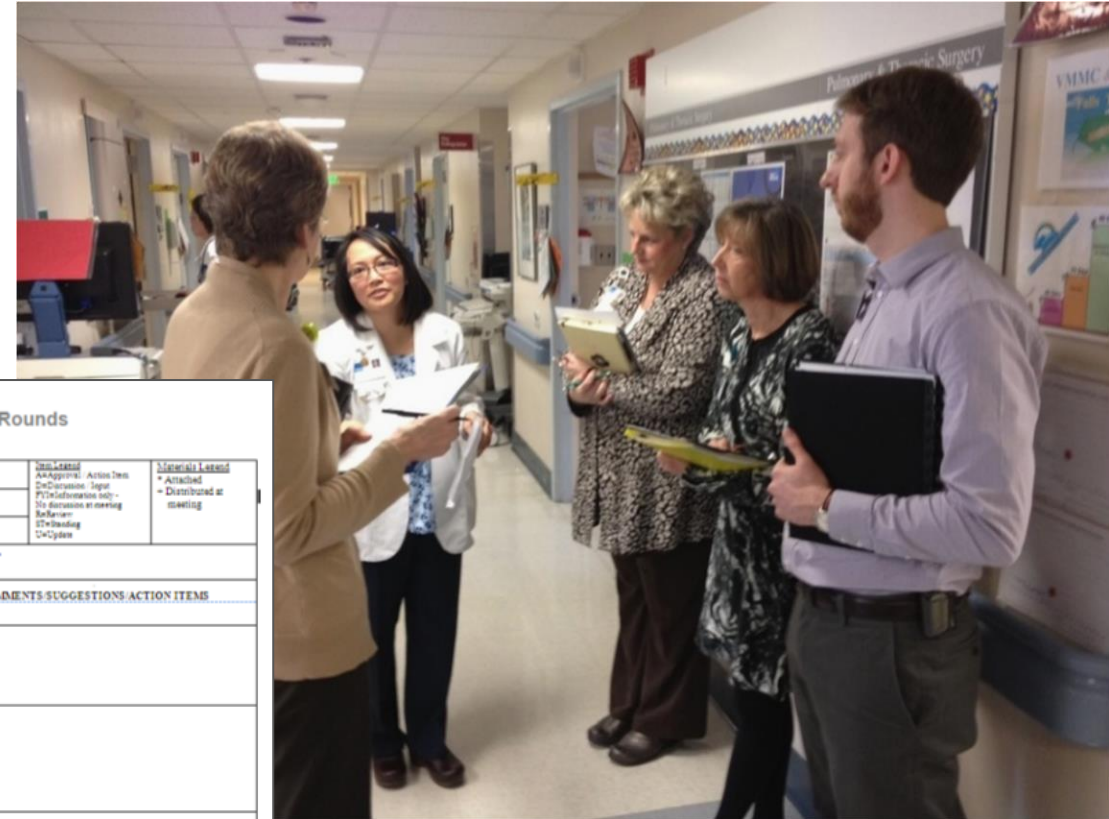
Rounding with staff to discuss barriers

<div>   </div>				
Weekly Production Calendar				
Mon	Tue	Wed	Thu	Fri
Rejection/Denials Par to 10K Level Loading	Late charges HB 214 Par to 3K Level Loading correspondence	Late charges HB 214 Suspense Par to 1K Level Loading correspondence	Late charges HB 214 Suspense Par to \$500 Level Loading Correspondence	ELI's PAR, Corr, Group E-mail box
Rejection/Denials Par to 10K Level Loading	Late charges HB 214 Par to 3K Level Loading correspondence	Late charges HB 214 Suspense Par to 1K Level Loading correspondence	Late charges HB 214 Suspense Par to \$500 Level Loading Correspondence	ATB/PCS bottom up and ELI's
Rejection/Denials Par to 10K Level Loading	Late charges HB 214 Par to 3K Level Loading correspondence	Late charges HB 214 Suspense Par to 1K Level Loading correspondence	Late charges HB 214 Suspense Par to \$500 Level Loading Correspondence	Par to \$250 to \$0 Correspondence cleanup <ul style="list-style-type: none"> Personal E-mail In box on desk Group E-mail
Rejection/Denials Par to 10K Level Loading	Late charges HB 214 Par to 3K Level Loading correspondence	Late charges HB 214 Suspense Par to 1K Level Loading correspondence	Late charges HB 214 Suspense Par to \$500 Level Loading Correspondence	group E-mail box over 30 days ELI's and PAR to \$0.00

Require Accountability: Rounding

“Go See, Ask Why, Show Respect”

- Go to the place, look at the process, talk with the people
- Ensure reliability and sustainability
- Remove barriers, empower the people



Inpatient Genba Rounds AGENDA				
Date:			Topic/Status	Action Item
Time:			De/Delegation: Input	De/Delegation: Input
Location:		Meeting Length: 30 minutes	De/Delegation: Input	De/Delegation: Input
Statement of Purpose: Guide Inpatient Genba Rounds on the unit.				
Item	Agenda Item Presenter	C/T	COMMENTS/SUGGESTIONS/ACTION ITEMS	
1	D/U Foundational Element for Inpatient Leader	5		
2	D/U Success to Highlight: Inpatient Leader	5	•	
3	D/U Recent Kaiser Words	5	•	
4	D Dialogue Genba participants	13		
5	R Summary Remarks	2		
	FYI			

Auditing and Assessing: Breakout Discussion

10 minutes

Discuss with your peers:

- How are you holding staff accountable for performance?
- How are you ensuring reliability of processes?
- Are you in the area with the staff?



Practicing daily routines to sustain change

Leader Standard Work

Behaviors	Purpose
Presence	Leaders present where the work is happening. Leaders rounding with their teams with purpose
Sharing and Transparency	Leaders sharing the work they do with their team
Follow through	Leaders capturing abnormal conditions during rounding and facilitating the resolution
Coaching/mentoring Training	Leaders coaching teams through how to solve problems. Empowering them to improve the work they do. Leaders identifying areas for training opportunities based on direct observations
Connecting with Others	Leaders are emotionally present in all interactions and listening to understand.

Leader Standard Work

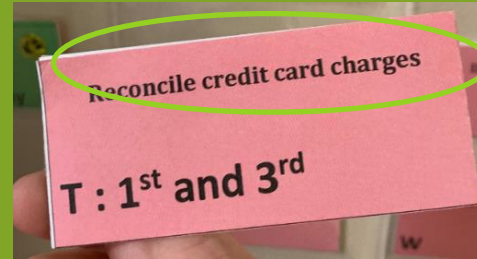
Critical elements – Every leader

Essential Elements for <i>Each</i> Site Leader	Frequency		
	Daily	Weekly	Monthly
Review financials and performance measurements, and report variances	✓		
Document and follow up on issues and concerns	✓		
Document and follow up on patient safety alerts and defects	✓		
Review and update improvement plan	✓		
Conduct operational rounding (leader rounding, service rounding, etc.)	✓		
Conduct purposeful genba observations supported by lean tools		✓	
Give recognition		✓	
Sweep staff readiness (performance evaluations, FFD, etc.)		✓	
Review satisfaction results (patient and staff)			✓

Hospital Floor Shared Leader Standard Work

			Last Updated:	3/3/2021	(NEW) = New Items											
	Category	Task Description	Evaluation	Notes	Initials	Completion Date										
Daily Operations	Unit-based Operations Issues	Huddle Daily					Monthly Projects/To do list									
	Patient Rounding	Leadership rounds					January									
Weekly Operations	NHPPD	Fill out Qshift by Charge RN, verified on Mondays					February									
	TimeCards	Audits performed with each timecard approval.					March									
	Myles	Overdue Report					April									
	Tracers	Weekly tracers					May									
	Unsigned progress note	Weekly (Tuesday) Report					June									
							July									
Monthly	MED Scanning (BCMA)	Monthly BCMA report					August									
	Hand Hygiene audits	30/Days & 30/NOC					September									
	Schedule						October									
Quarterly	PUP						November									
	Med Audits						December									
Safety	Last Fall, CAUTI, CLABSI, Pressure Ulcer, C.diff	Monitor and track nursing quality indicators on the unit	Fall:													
			CAUTI:													
			CLABSI:													
			PU:													

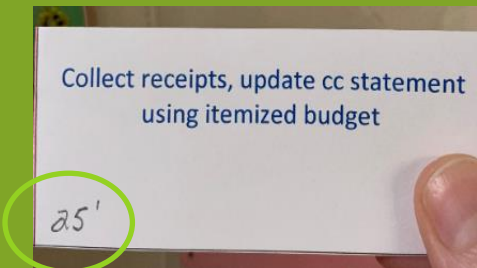
Visual Control Cards and Standard Work



Details the task



Details the date and priority



Details the cycle time

Daily Routines

You don't have to be a leader

What are your daily, weekly and monthly routines for your work?

For your project leadership?

For the operational area?

Sensei Standard Work Checklist	Frequency				
	Daily	Weekly	Monthly	Qtrly	As Occurs /Annual
Sweep for WIP (Inbox, Phone, Outlook, Urgent, Deadlines.)	x				
Manage Outlook Calendar: (see SW)					
Office Location or set Out of Office	x				
Incoming events	x				
Upcoming events		x			
Available time		x			
Travel		x			
Meeting locations	x				
Production Board:					
Update with outlook items		x			
Review for opportunities		x			
Book Travel: 8 weeks out					
Concur / Cain Travel		x			
Itinerary to block calendar as working elsewhere		x			
Travel logistics and preparedness		x			
Prepare for event:					
Planning meetings					x
Hand offs					x
Reading Comms Log, Client info & Logistics					x
Review SW					x
Review Materials					x
Review teaching modules					x
International cell service request					x
Event:					
Travel Preparedness					x
Follow Itinerary					x
Location logistics					x
connect with client					x
Lead/Coach Event					x
feedback +/-delta					x
capture client story / pictures					x
debrief with client					x
Post-Event:					
Surveys sent to admin (paper) or review electronic survey at 10 days					x
Update Comms log					x
Complete Expense Report					x
Certification Assessment					x
Client Story for Institute PeopleLink/BOD/Testimonials					x
Employee / Administrative / Team:					
Review Kronos (PTO, Sick, Approve timecard)		bi-wkly			
Take Breaks, Lunch	x				
Determine Daily Color (Red, Yellow, Blue, Green)	x				
Applause					x
Shares ideas, topics for discussion	x				
Document, Share & Follow Up on Issues/Concerns	x				
Document, Share & Follow Up on PSA's & Defects	x				
Attend Daily Huddle	x				
Lead Huddle			x		
Attend PeopleLink		x			
Lead PeopleLink topic				x	
Attend Deep Dive		x			
Lead Deep Dive				x	
Attend Other staff meetings (Quarterly, Client Services, Sensei Huddle, etc)					x
Attend Client Account meetings			x		
Follow up on items from meetings			x		

Tiered Leader Huddles



7:45 am
Metro 4
PFS Leader
Huddle

Daily Huddles

7:45am-8:00am: IPC Leadership Team
8:15am-8:30am: DSHS Follow-up Team
8:30am-8:45am: IPC 1 Billing Team
9:00am-9:15am: L and I Follow up Team
9:15am-9:30 am: IPC 3 Follow-up Team
(HMO/PPO)
9:30am-9:45am: IPC 2 Follow-up Team
9:45am-10:00am: IPC 4 Follow-up Team
10:00am-10:45: Every other Wednesday
Appeals Team Huddle



8:15 am
Metro 4
PFS DSHS Team
Huddle

Daily Huddle Agenda

Level loading

Payer issues

Barriers

***Huddles should be 15 minutes or less



8:30 am
Metro 4
PFS IPC 1Team
Huddle

Daily Huddle Agenda

Level loading

Payer issues

Barriers

***Huddles should be 15 minutes or less

Leader Standard Work Checklist

Exercise

10 minutes

Discuss daily/weekly routines:

- Leader standard work documentation (checklist/board)
- Rounding design (individual/leadership team)
- Leadership/Tiered huddle design

Use these checklists to assure that essential elements are provided.

Essential Elements for <i>Each</i> Site Leader	Frequency		
	Daily	Weekly	Monthly
Review financials and performance measurements, and report variances	✓		
Document and follow up on issues and concerns	✓		
Document and follow up on patient safety alerts and defects	✓		
Review and update improvement plan	✓		
Conduct operational rounding (leader rounding, service rounding, etc.)	✓		
Conduct purposeful genba observations supported by lean tools		✓	
Give recognition		✓	
Sweep staff readiness (performance evaluations, FFD, etc.)		✓	
Review satisfaction results (patient and staff)			✓

Essential Elements for <i>at Least One</i> Leader	Frequency		
	Daily	Weekly	Monthly
Conduct daily huddle with standard work	✓		
Review and sign genba production board (throughout the day)	✓		
Sweep work environment or facility	✓		
Sweep for WIP (email, EMR, etc.)	✓		
Review timekeeping system (overtime, no breaks, etc.)	✓		
Plan and schedule staffing	✓		
Perform required safety audits and checks	✓		
Review lean for leader status		✓	
Track and trend production board defects or issues		✓	
Update PeopleLink		✓	

Practical Application

Project Charter

8. Key Activities and Milestones / Action Plan		Shade intensity of work: high , medium , low					
Focus Area	Activity <small>List activities in support of the focus areas.</small>	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							

Practical Application

Daily routines to sustain change

Your Tasks:

- Re-measure, review, revise daily, weekly, monthly performance metrics
- Establish daily leadership routines including huddling, auditing and rounding

Products:

- Picture of metrics
- Evidence of leadership routines

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?