

Kaizen (Lean Event)

Chapter 2

Kaizen

- Team effort dedicated to *implementing* lean tools and concepts in a targeted area.
- Involves process “insiders”, plus anyone else who has something to offer—“outsiders” or “fresh eyes”.
- A completely unique event. No two lean events are alike.

Kaizen: Purpose

- Evaluate the current situation
- Identify areas of opportunity
- Modify existing process
- Implement new standard work
- Conclude with a final presentation to senior management

Emphasis is on *doing something*, to *get going*.

Plan the Lean Event

Scope

- *States where and on what* will the team focus its efforts. Describes what is *and is not* be included.
- Must focus on the process *customer*.
 - Considers the value stream from customer's point of view
- Must be realistic, challenging, but not too aggressive. Must be *attainable*.

Plan

Dates

- Time during which event is to occur (usually 3-5 days)
- Consider availability of team members, team leaders, consultant, etc.
- Avoid times of excessively high volume

Plan

Objectives

- SMART
 - Specific
 - Measurable
 - Attainable
 - Realistic
 - Time bound.
- Focus on getting things done!
 - Use “stretch” objectives: create sense of urgency to generate dramatic improvements.
- If an objective proves unrealistic and cannot be accomplished in the event, put it on the to-do list with a date to revisit it.

Plan

Team leader

- Fully committed to the success of the event
- Traits: organization, communication, leadership, *bias for getting things done*.
- Responsible to team members and top management

Plan

Team Members

- Must understand and accept responsibility.
 - Requires time, effort, and full engagement
 - No slackers!
 - If unable to devote necessary time, can be included as ad-hoc members.
- Must have
 - Skills: competency to understand the process and make changes
 - Cross-functional representation: all departments involved in the process and influenced by it must be represented.
 - Fresh eyes: people unfamiliar with an area have a unique perspective and see problems or suggest solutions other would miss.

Plan

- Notify management and especially to areas directly or indirectly affected by the changes.
- Notify services such as maintenance, IT, environmental services, purchasing, finance, safety, and infection control about dates and likely need for support.
- Train team members beforehand in lean concepts
- Set aside a meeting place (“war room”) to meet, brainstorm, work, and eat.
 - Will need standard work forms, markers, overhead, LCD projector, flip charts, table, chairs, etc.

Provide Information

- Prior to event,
 - Provide team members with as much information as possible about the target process.
 - Use information to become familiar with the process before the event begins .
- Information for analysis must be current and obtained *during the event* through measurement and observation.
 - Information supplied before the event is ***not*** used to analyze the process or make decisions.

Kick off (add Charter)

- Kick off initiated by a senior administrator
 - Explain linkage between the event and strategic plans
 - Emphasize organization's commitment to the effort.
- Describe upcoming steps of event and procedure for the process walk-through

The Charter

GI Laboratory

VALUE STREAM MAPPING; 12/13/10 through 12/15/10

Start Date: 13-Dec-10

Reason for Action:

- 1) Re-assess the original GI Laboratory Value Stream and re-map for current state to include applicable outpatient operations. The original value stream map was documented in October of 2009.
- 2) Develop a 12 month improvement vision (Kaizen Roadmap) for the GI Laboratory and outpatient operations.
- 3) Better understand persistent problems within the GI Laboratory as well as identify problems within the outpatient operation(s).
- 4) Improve patient flow (throughput) within the GI Laboratory and outpatient operations. Eliminate or reduce patient flow problems.

Kaizen Process:

- 1) Walk through process from discharge to check-in.
- 2) Document cycle times, reject rates and patient inventory.
- 3) Brainstorm problems.
- 4) Develop solutions/corrective actions and prioritize action plan.

Alignment with Pillars:

Safety	People	Quality	Service	Finance/ Growth
				

Executive Champions

EXECUTIVE CHAMPIONS: Sandy Swanson, Claus Fimmel
EXECUTIVE SPONSOR: Jason Keeler
PROCESS OWNER: Lynn Heicher

MEETING ROOM IS OPERATIONAL EXCELLENCE OFFICES 1:
 ROOM 1312, 1st Floor Hospital

Event Scope:

Value Stream Mapping; GI Laboratory and all applicable outpatient GI operations.

Deliverables:

- 1) New Current State Value Stream Map.
- 2) Kaizen Roadmap.
- 3) Action Plan.

Target State:

To be determined.

Project Team:

Full time:	Dept. / Role	Ad Hoc:	Dept. / Role
Pete Horlacher	Facilitator	Mike Donati	Clinical Engineering
John Zinkel	OE/Facilitator		
Lynn Heicher	GI/Manager		
Daniel Post	Vice President		
Marilyn Hauser	Director		
Alicia Velazco	GI/Charge Nurse		
Claus Fimmel	Division Director		
Jack Leya	Attending		
Bill Levis	Attending		
Mike Presta	Attending		
Tom Birris	Fellow		

Conduct Event

Visit target area (Gemba)

Divide team into two groups:
one to ask questions, other to
record answers.

Team visits area designated
for improvement, walks
through process step-by-step
and documents it.

Look at both physical and
information flows.





Map the Process

Transfer data to value stream maps, process maps, time observation sheets, standard work sheets, etc.

Post on the “war room” walls.





Event steps

First day: Completely document and map the process

Subsequent days: Identify wastes and opportunities, generate ideas, begin to implement lean tools, verify results

Final day: tie up loose ends, verify and quantify results, develop standard work methods, give final presentation

Final Presentation

Every team member participates

1. Introductions—team members introduce selves
2. Objectives—what the team was trying to accomplish
3. Situation before event—problems and opportunities.
 - Show data and process steps before improvement.
4. Accomplishments—changes implemented during event.
 - Steps that eliminated non-value-added: implementation of lean tools—standard work, kanban, mistake-proofing, quick changeover, visual control, etc.

Final Presentation

5. Situation after event—what the new process looks like and new standard work forms.
6. Results versus objectives.
 - Okay if only achieved, say, 30% improvement when objective was 50%.
7. Improvement to-do list (parking lot)—everything the team was not able to accomplish.
 - Explain next steps, who responsible, expected results and completion dates.

Ideally the presentation is attended by all senior managers.

To Be Done

What	When	Who
Install communication link between Soiled/Clean Rooms and SRP	Waiting on approval	Brad, Jon
Determine if OR Room 8 Trays are Trauma Only	ASAP	Management
Train OR Ortho Team and SST's on OR Room Std Work and OR Room 8 Kanban/Std Work	Wednesday 3/17	Carmen, Jose, Greg, Debbie
Implement OR Ortho Team on OR Room Std Work and OR Room 8 Kanban/Std Work	Monday 3/22	OR, SRP, Greg

Kaizen	When
5S/Std Work Opex Tray Process	TBD
Std Work -Preference Cards (by svc line)	TBD
JDI – Tray/Instrument Photos	TBD
5S - Soiled Utility Room	TBD
Kanban/Std Work – Case Cart	TBD

DOCTOR: [Handwritten] Room: [Handwritten] PROCEDURE: [Handwritten]
 Part of: [Handwritten] INITIALS: [Handwritten] C-40
 MISSING LIST



PDCA and Kaizen

1. **Plan** kaizen event
2. **Do** kaizen event
3. **Check** results *daily* (MDI—
Manage Daily Improvement)
4. **Act**: Sustain, revisit, redo