WACMHC

Washington Association of Community & Migrant Health Centers

Lean Boot Camp

Office Hours

July 16, 2018

Welcome

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Housekeeping

- Please keep your lines muted if you are not speaking

- We'll open up for discussion and questions throughout the session

- Please participate in the following ways:

 RAISE YOUR HAND FUNCTION - your line will be unmuted

 QUESTIONS FUNCTION – type your question or comment in the box

- This session is being recorded. A recording will be sent to you in a follow-up email.

Report Back

Homework

- Find your QI/QA plan
- Get familiar with it!
- How does the plan match the reality?
- Where are the gaps?

What have you tried since the last Office Hours session?

- Challenges
- Successes
- Ideas

Lean Boot Camp-
Office Hours Session Two

Jennifer Calohan

DMAIC – Adopting a QI Model

Define
- Problems or Opportunities
- Impact to Quality
- Targets or Goals
- Scope of Work
- Metrics for Success

Measure
- Baseline Metrics
- Process Performance
- Systems or Processes
- Capacity for Change
- Potential Barriers

Analyze
- Data/Analytics
- Root Cause
- Inputs, Processes, & Outputs

Improve
- Address/Eliminate Root Cause
- Monitor Progress
- Update Processes
- Create Control Plan

Control
- Monitor Improvements
- Measure Success
- Develop Sustainability Plan for Furture Performance

Improve and Control

- In a model of Continuous Quality Improvement….we started with our D-M-A as our starting point
- Now it is time to discuss Steps 4 & 5 (Improve -Control)

4.

5.

Step 4 - Improve

- Improve – correlates to the "Do" in the PDSA cycle.
- Improve process by addressing the Root Cause that was detected in Step 3 – Analyze Phase.
- Improve by monitoring progress
- Improve by updating processes as progress is monitored and measured
- Improve by preparing a Control Plan for sustainability

Improve
-Address/Eliminate Root Cause
- Monitor Progress
- Update Processes
- Create Control Plan
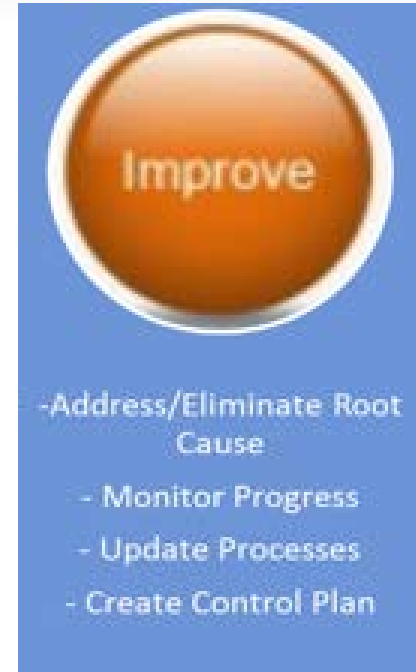
Step 5 – Control

- Control by intentionally monitoring and measuring improvements
- Control by measuring Success according to predetermined metrics for success that were outlined in your project charter from Step 1 – Define Phase
- Control by developing sustainability plan for ongoing future performance

Control

- Monitor Improvements
- Measure Success
- Develop Sustainability Plan for Furture Performance

Project Charter (Step 1 – Define)

| Project Charter	Sample
Impact/ Business Case	• Why should you do this project/improvement work? • What are the anticipated benefits of doing this work?
Problem Statement	• What is the problem/issue/concern
Goal	• What are the targets/goals associated with this work?
Metrics	• What are the primary metrics to be used? • What are the secondary metrics to be used?
Scope of Work	• What processes are being included in this work? • What processes are not being included in this work?
Team	• Who is the executive sponsor? • Who is the leader? • Who are the team members? • What are the roles and responsibilities associated with each team member related to the scope of work?
Plan	• How will this project be conducted? • When will this project be completed? ◦ REFER TO DMAIC STEPS
Communication	• When, where and how will the team meet? • How will communication be facilitated? • How often will updates be reported to leadership/exec sponsor?

Sustainability Planning

- Ask the "W-W-W" questions –
  - WHO will do WHAT by WHEN?

- WHO – What group or individual will have accountability for ongoing progress/performance?

- WHAT – What metrics/process/forum will be used to demonstrate/measure/report on the performance moving forward?

- WHEN – When or how often will the performance be reassessed, remeasured and reported out?

Kaizen Model to Support Sustainability

- Is your QI/QA team and structure set up to support and facilitate sustainability?

- Is sustainability reporting built into your QI/QA plan and regular agendas?

- Is your communication plan/strategy consistent with "control" as a priority?

- Does your QI/QA plan/team have a built in process to address emerging barriers, waste or breakdown in sustainability?
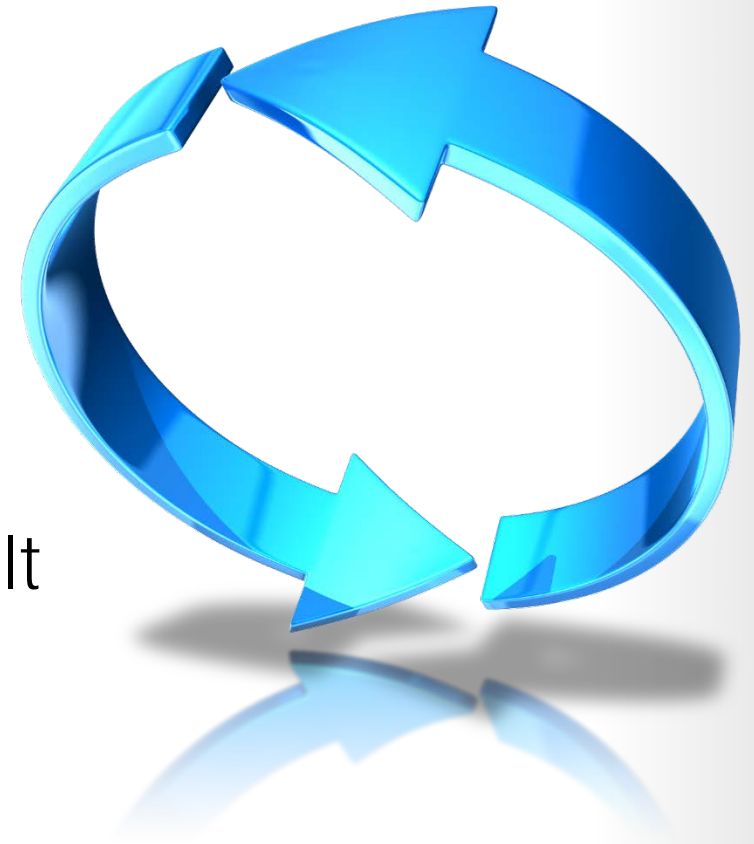
8 Steps of the Gemba Walk

1. **Why**? – Identify the Purpose for the walk
2. **Why**? – Be sure to understand the process to be observed
3. **When**? – Identify a specific time(s) to observe
4. **Where**? – Be sure to observe in the area where the work is done and value is created
5. **Who/What**? – Focus on observing processes and take notice of the quality of the service(s) provided…. inputs & outputs/interactions
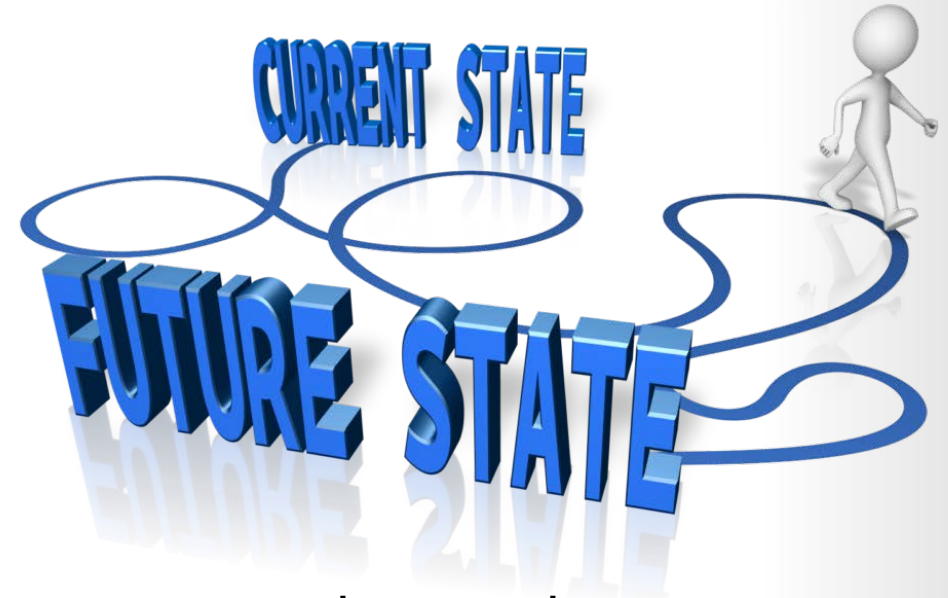
8 Steps of the Gemba Walk

6. **How**? – Take notice of how the process functions in the current state (separate people from process)

7. **What**? – Observe and identify the gap between the "ideal" state and what is occurring in current state

8. **Why**? – Identify opportunities for improvement (with the end goal being: closure of the gap between ideal & current state)

What the Gemba Walk IS & IS NOT

Gemba Walk IS to:
Observe
Understand
Focus on Process
Ask Questions
Engage People
Learn
Be Transparent

Gemba Walk is NOT to:
Judge
Place Blame
Focus on People
Make Assumptions
Define Specific Problem
Launch into
Improvement Activities

Identify Value & Map the Value Stream

- ### Value Stream –
  - #### The steps required to complete a process or deliver a service!

- ### We must determine if:
  1. a given process adds value to the customer
  2. a process adds no value to the customer, but is unavoidable
  3. a process adds no value and should be removed or eliminated

Purpose of Value Stream Mapping

- There are 3 primary purposes associated with Value Stream Mapping
  1. **Evaluate Current State**
     i. Intentionally assess current state
     ii. Identify the existing steps of the process
     iii. Define the associated information (flow, cycle time, etc.)
  2. **Identify Waste**
     i. Quantify the waste
        a. Measure and define with data.
  3. **Provide direction for transformation**
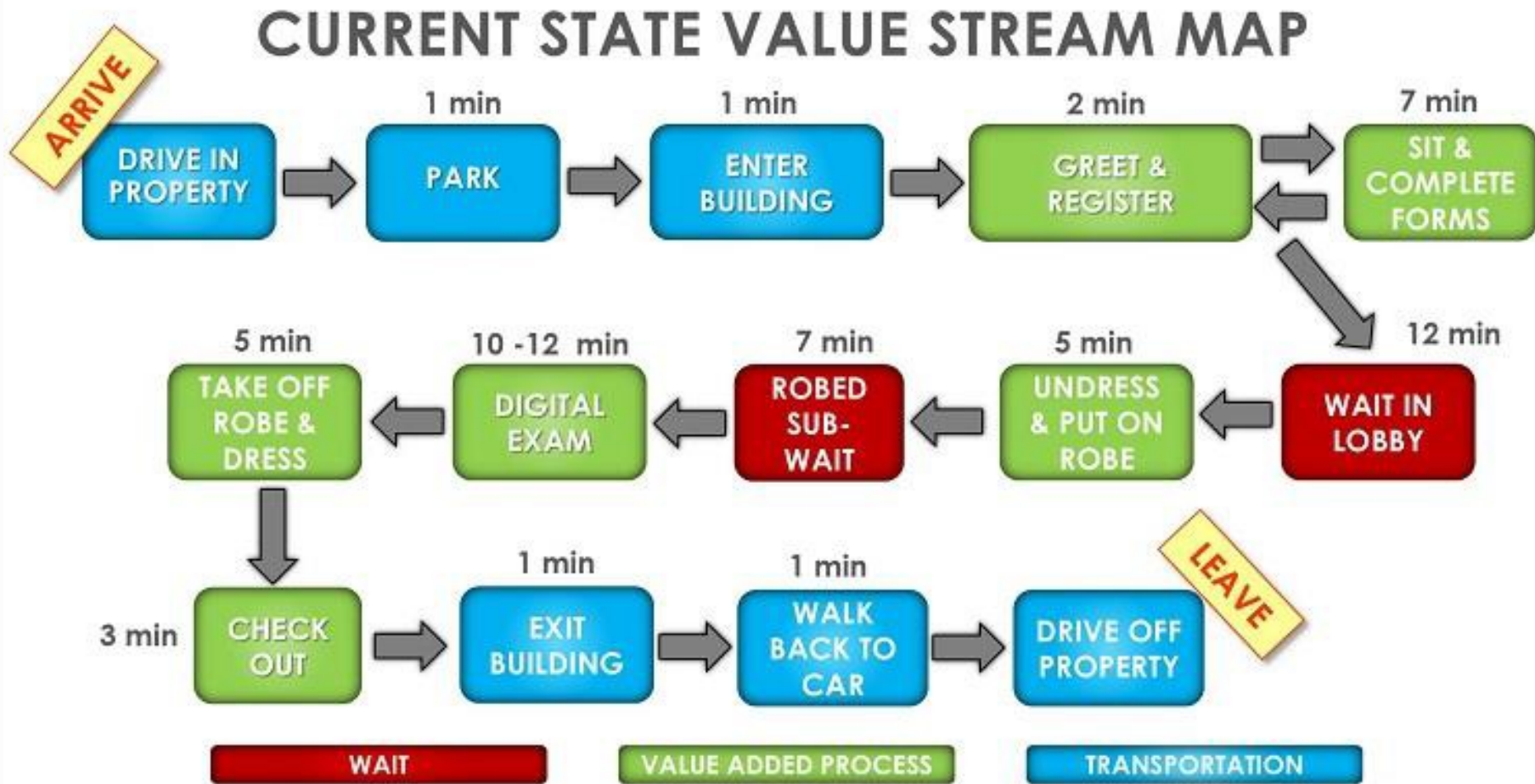   i. Create the desired future state

6 Steps to Value Stream Mapping

1. Document the Customer and the customer's needs
2. Identify the main steps of the process
3. Select the standardized metrics to measure each step
   a) Time (process, lead, changeover)
   b) Completion Percentage
   c) Accuracy
4. Perform a "Gemba Walk" (walk through to assess current state)
5. Establish how steps are prioritized
6. Calculate the summary metrics

Value Stream Map – Sample:

CURRENT STATE VALUE STREAM MAP

ARRIVE

	1 min	1 min	2 min	7 min
DRIVE IN PROPERTY	PARK	ENTER BUILDING	GREET & REGISTER	SIT & COMPLETE FORMS

5 min	10 -12 min	7 min	5 min	12 min
TAKE OFF ROBE & DRESS	DIGITAL EXAM	ROBED SUB-WAIT	UNDRESS & PUT ON ROBE	WAIT IN LOBBY

LEAVE

3 min	1 min	1 min	
CHECK OUT	EXIT BUILDING	WALK BACK TO CAR	DRIVE OFF PROPERTY

WAIT	VALUE ADDED PROCESS	TRANSPORTATION

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Thank You!

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Questions

Discussion

Challenges

Successes

Insights

Office Hours Session Three
Tuesday, August 14
12:00 – 1:00 pm

Do you have a process that you'd like to Value Stream Map?

Let us know!

We'd like to work on a real-world example collaboratively in the next session!

Upcoming WACMHC Training

Scholarship Opportunity:
IHI National Summit
July 24 | 8:00 – 9:00 am
REGISTER HERE

QI Strategies to Address
Diabetes and Hypertension
August 3 | 12:00 – 1:00 pm
REGISTER HERE

Insights into Implementation Strategy:
Diabetes Prevention
July 31 | 12:00 – 1:00 pm
REGISTER HERE

NAHQ CPHQ Review Course
August 16-17 | Seattle, WA
REGISTER HERE

Please complete the evaluation after the end of the session.
Your feedback is appreciated!

Questions? Contact the WACMHC Practice Transformation Team at QualityImprove@wacmhc.org