

February 20, 2013

Wednesday's Words of Quality

What is it to be Lean? What is my role here?

Tell me and I forget. Teach me and I remember. Involve me and I learn.

- Benjamin Franklin

Lean is the basis of our management and quality system that empowers our laboratory culture of continuous improvement. We call our innovation of Lean that has been adapted to healthcare settings *The Henry Ford Production System*.

We achieve our business goals and improve our laboratory operations every day by:

1. Large scale long-term projects aligned with our strategic goals that are managed by leadership with your involvement, and
2. Daily work related improvements made by our entire workforce (daily maintenance kaizen)

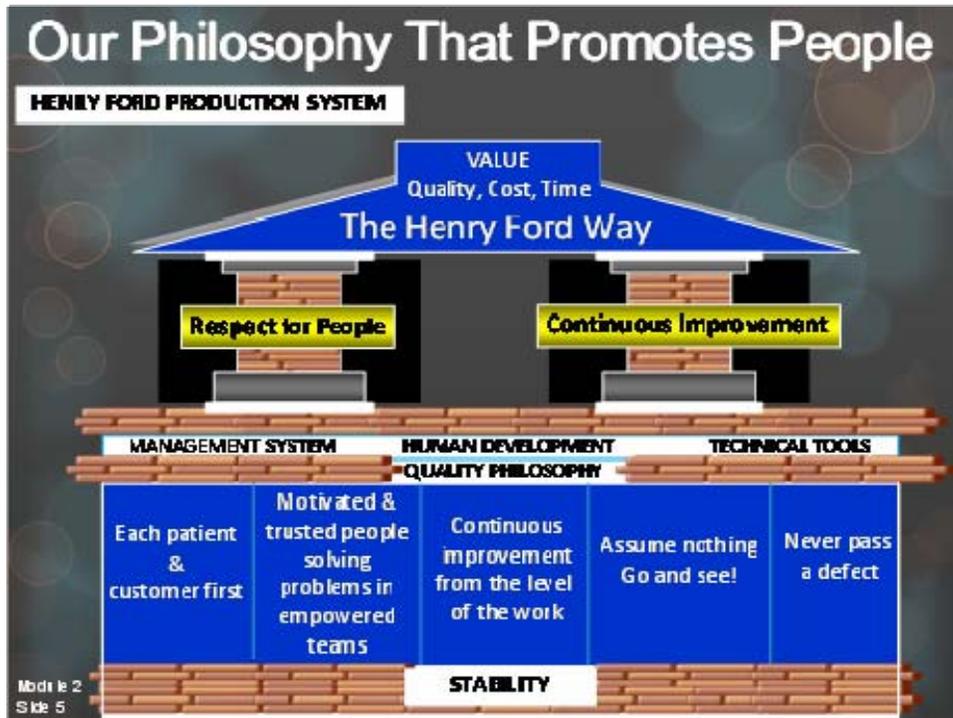
Therefore, you can and are expected to make a difference in our culture. This is how we define empowerment. To achieve this, we embrace specific values, expect certain behaviors and their associated outcomes from all employees of Pathology and Laboratory Medicine.

The slide features a dark background with a blue header and footer. At the top, the text 'Henry Ford Production System' is in white, with 'Our Values' in a red box below it. The main content is a table with four columns: 'Steps of Quality', 'Motto', 'Employee Promise', and 'Credo'. Each column contains specific values and a quote from Henry Ford. The footer includes 'MOD 1 E 2 Slide 4' and a copyright notice for Henry Ford Health System, Pathology and Laboratory Medicine, Quality Systems Division.

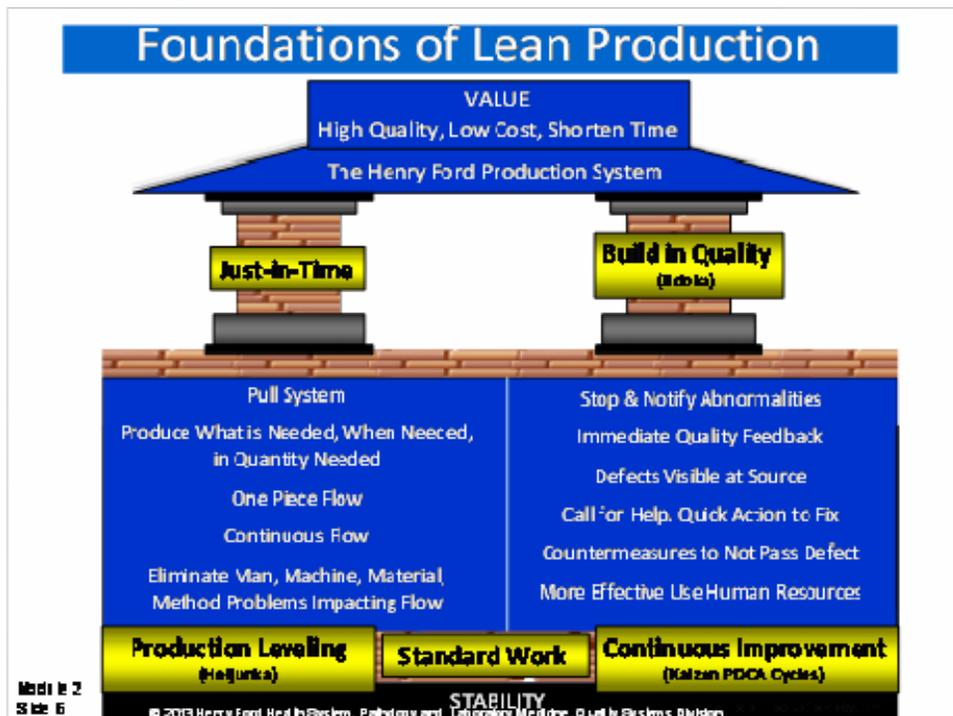
Steps of Quality	Motto	Employee Promise	Credo
Doing the RIGHT thing, the RIGHT way, at the RIGHT time <small>"Quality is doing it right when no one is looking" - Henry Ford</small>	Continually striving for ZERO DEFECTS to be the "BEST IN CLASS" LABORATORY in the world	Together we will strive for PERFECTION by applying principles of mutual respect, integrity, understanding, cooperation and effective communication	I am EMPOWERED to work with my colleagues to make changes, based on HFPS principles, to make things right for ourselves, our clinician customers and our patients

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Our philosophy is based on respect for you and your education and development so that you may assist the entire team of the Pathology Service Line to accomplish continuous improvement.



As educated and empowered teams, we can now focus on the basic building blocks of Lean, namely systems and processes to create just-in-time, waste-free, continuous flow with a relentless focus on continually building in quality via the approaches to work redesign and "tools" listed below.



In this manner, we continually focus on obtaining ever better quality in the services and products that we create for clinicians and patients in the Henry Ford Health System. We look at the following aspects of what is considered the ideal in order to improve by eliminating wasteful habits and practices. Your managers, supervisors and team leaders assist in helping you identify these aspects of work that are not "perfect" and can be improved with your input.

We Continually Strive to Create the IDEAL Work Condition

Delivery of products & services should pursue the Ideal

Production that is

- Defect Free (goal is zero, meets customer expectation)
- On demand (supplied when you want it, in right version)
- Immediate (now, no waiting)
- One at a time (single piece flow, batch size of 1)
- Continuous flow (no batches, queues)
- Minimal waste (materials, labor, energy, other resources)
- Safely for every employee
 - Physical, emotional, professional

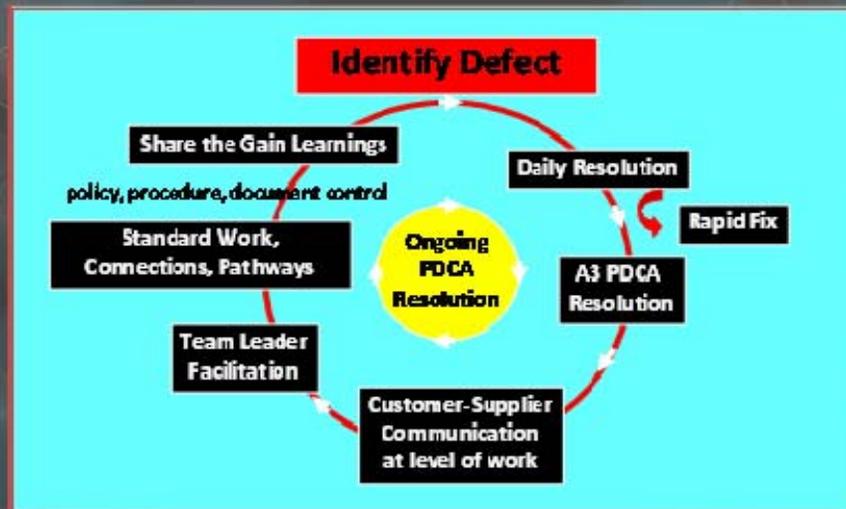
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It is now our job to continually improve our work in this fashion in our identified teams. In 2012 you have all accomplished well over 1200 process improvements in these laboratories of the Henry Ford Health System. That process of continuous improvement from the level of the actual work, with standardization across all sites, following the rules of our Lean culture, looks like this when diagrammed. Your presentations in Share the Gain meetings are extremely important for us all to learn from each other what works, what doesn't and what best practices we can all adopt.

Our Process of Making Improvement

HENRY FORD PRODUCTION SYSTEM



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So what is expected from all of us here in this Laboratory Service Line?

What is my role and what do you want me to do?

- Physicians, Leaders, Managers, Supervisors, Coordinators
- Quality Team Leaders
- All employees

1. Be engaged
2. Own it
3. Improve it
4. Everyday

The next slides describe our expectation of you by your role

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If you are a medical or administrative leader, manager or supervisor, then your role and your dedication to this management and quality system drives and sustains continuous improvement and our ability to achieve our strategic goals.

Leaders, Managers, Supervisors

- Apply Deming's management principles to engage employees in achieving PALM vision & strategic goals
- Continually work on the "System of Work" that you oversee to achieve product and process improvement
- Get better educated in Lean tools and principles
- Participate in the Quality Systems Technical Team weekly conference calls
- Meet with your Group and Team leaders weekly to coordinate and update efforts
- Regularly communicate and update the strategic & quality plans and your own progress with all employees
- Create defined structures to facilitate continuous improvement and accountability for progress
- Educate the Teams by sharing your own learnings about how tools and principles apply
- Seek guidance from others well versed in Lean when you don't know
- Facilitate the Teams' approach to continuously improving quality and reducing wasteful processes
 - Remove barriers and roadblocks for Teams to collaborate
 - Facilitate communications internally and connections outside your department/division
 - Require follow up, monitoring, documentation of changes
- Encourage your team members to engage and support each other in continuous improvement
- Celebrate and recognize contributions
- Be positive and enthusiastic; culture is defined and reinforced by the Leaders

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Leaders, Managers, Supervisors

People are the most valuable resource here

- Only people are capable of learning, creating & problem solving
- Treat them as your most valuable resource
 - Safe working environment
 - Job security
 - Intellectual challenge
 - Job that adds value

Effectiveness of an organization-

- Is dependent on motivation & capability of its people

Management's role is to

- Motivate & develop people
- Create & align functional problem solving teams

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We are organized into quality teams by work cell with designated team leaders in order to drive our focus on making improvements continuously from the level of the work. The Team Leader role is an extremely important one to the success of Lean as we have adapted it here.

Quality Team Leaders

- Get better educated in Lean tools and principles so you can guide your team
- Meet with your Group leaders weekly to coordinate and update efforts
- Oversee project identification, selection, prioritization
- Focus on problems and processes, not personalities (neutralize the blame game)
- Adhere to the Lean work rules & principles, and use the tools for improvement
- Select team members so everyone is engaged throughout the year
- Oversee PDCA problem solving- project definition, study, measures
- Set up customer-supplier connections when needed
- Reality test proposed interventions (not every idea is a good one)
- Track projects and progress visually for all to see and share
- Push for continual problem identification, source of waste & ideas for change
- Foster team communication & recognition
- Coach, develop and encourage team members
- Deal with and learn from failures when they arise
- Celebrate your Team's successes

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We are all team members. What do we expect of everyone? If you aren't a sensor who identifies opportunity then nothing changes.

Team Members

- Get better educated in Lean tools and principles so you understand how to make effective improvements
- Meet with your Team leaders weekly to coordinate and update efforts
- Identify defects, daily, when they occur or are detected
- Use whiteboards and deviation management tools for daily improvements
- Form groups to meet regularly to share & brainstorm problems
- Join teams to address projects and interventions using PDCA
- Assist in the design of measurement tools
- Collect data for problem solving and assist in root cause analysis
- Communicate to each other, to other teams, customer-suppliers, managers and leaders
- Help keep track of the process improvements that you are involved with
- Continually seek better ways of performing the work
- Present the results of your successful interventions (Share the Gain)
- Learn from the problems you tackle and the failures
- Teach others what you have learned

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Lastly, when considering opportunities for improvement, put things in context by asking yourself the following questions. If we are not focused on the "customer", both internal and external, then we may miss the mark.

To be successful consider this...

- The Customer is First
 - No defect shall be passed to the customer
- Who is your Customer and What is the Customer's need?
 - How do you know their need? (Customer-Supplier communication)
- Who supplies what to whom and how? (the Pathway)
 - Is it standardized?
- How does your customer make a request for your product or service? How do you respond? (the Connection)
 - Is it standardized?
- How do you, the supplier, do your work? (the activity)
 - Is it standardized?
- What problems or defects exist in doing your work?
 - The opportunity for an improvement project
- Where are the defects in your process?
 - Did you value stream map the process?

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Your managers will be reviewing these core aspects of our Lean culture with you and will answer any questions you may have. Feel free to communicate with me in person or email as well.

I want to thank you for your engagement, creativity and team spirit. Without you, we would not be "best in class".