

Wednesday's Words of Quality- Continuous Improvement: 3 basic questions and answers addressing why, what and how (May 2018)

Wednesday's Words of Quality- Continuous Improvement: Answers to Why, What and How (May 2018)

3 questions. Why do we embrace continuous improvement at Henry Ford, What does continuous improvement mean and How do I contribute?

Why. We start with the premise that everything can be better than the current state-

"We know from the changes that have already been brought about that far greater changes are to come, and that therefore we are not performing a single operation as well as it ought to be performed."

Those words are from Henry Ford himself in 1925. It was the case then and so it is today. That means that although how we work evolves the work outcomes often fail to meet the expectations of those for whom it is intended. It is not perfect. It could be better. And therefore we are charged with envisioning and creating a better future state that not only satisfies but thrills the 'customer'.

What. Continuous improvement is a goal, supported by an educated workforce who understands what good work design is and how it can be evaluated scientifically and modified to provide improved results. People who do the actual work see and know what is not perfect and when empowered can address quality issues at the source. This approach to improving the work continually must be supported by leaders and managers who rely on management systems that engage people and structure their successful behaviors for continuous improvement. In a culture of continuous improvement we all are charged with improving the work as well as doing the work well.

How. In continuous improvement, everyone has an important role. Ones who do the work are recognized as the subject experts in improvement as they are closest to the actual work. We all own quality but then improvements must be integrated across teams and synchronized. This requires a horizontal alignment of team members efforts and their leaders along the path of work flow, the so called Quality Team Leader System.

It is important that all who do the work participate in 3 things at a minimum.

1. **5S.** Good work comes from a visual, organized and standardize workplace. The management approach to achieving this state is called 5S which stands for sort, set in order, shine, standardize and sustain. This is a team-based endeavor. It is said that if a work team cannot do 5S consistently then they cannot do Lean.
2. **Deviation Management.** Those who do the work must identify defects that are in encountered in either receiving, doing or handing off the work. The management system that that captures and defines defective work is called deviation management. This is a sophisticated evolution of simple white boards. This approach allows those who do the work to understand what to improve, how to document corrective actions taken and how to contribute to planned process changes designed to eliminate the most common or the most severe deviations from expected work outcomes.

Over 50% of the work we do is wasteful, duplicative, defective etc. This is not a new condition and was stated very well by Henry Ford in 1928 -

“We still waste more than we use. We waste men, we waste materials, we waste everything, and consequently we have to work too hard and too long to accomplish what in the end amounts to very little.”

3. **Daily Management.** Daily management refers to a formal board to be used in team-based hurdles in order to identify, track and resolve the most critical defective work processes. This begins the root cause analysis and assessment of proposed interventions that addresses the most important or prioritized deviations encountered within a 24 hour period. This mechanism accelerates problem solving using PDCA.

So that's it. Start with the 3 things that everyone uses, owns and is accountable for, often in a visually managed workplace.

By doing improvements continuously, work standardization is achieved by consensus of those who do the actual work.

Variation and deviation from expected work, otherwise known as waste or non-value added work, is continually reduced.

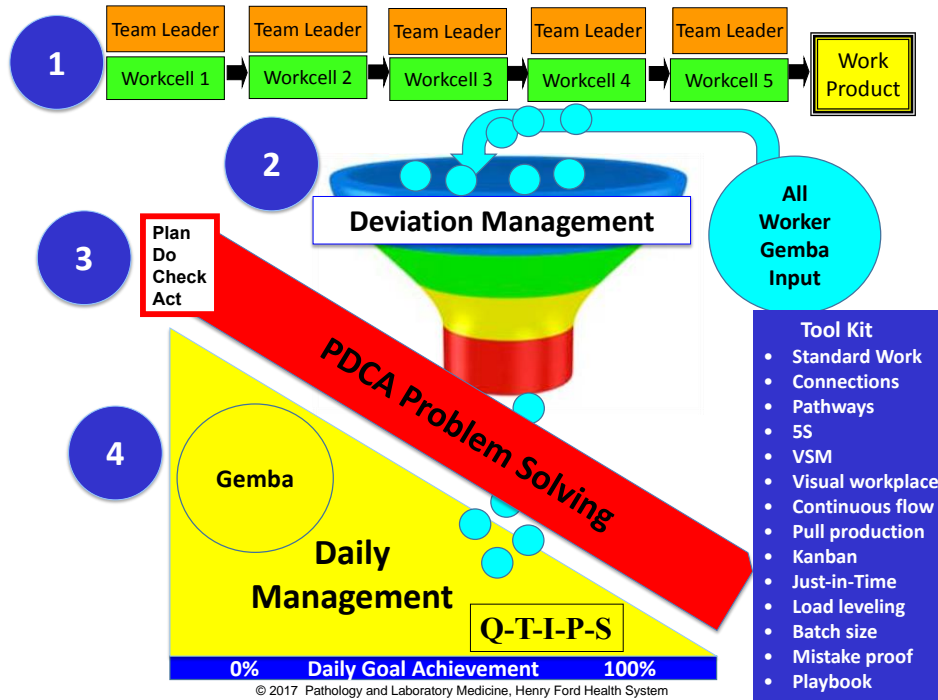
Over time, incremental changes that improve the work will result in improved levels of quality, safety, consistency, flow, throughput, productivity and cost.

There is urgency to improve; we don't have time to waste in healthcare.

Get yourself educated, establish teams, learn by doing, get better, graphically illustrate and share what you have learned, spread the fire of improvement.

4 key management systems are required to structure consistent and expected human activities around problem solving for continuous improvement. These interact in a supporting manner as illustrated in this diagram and consist of:

- Quality Team Leader System
- Deviation Management System
- Problem Solving System
- Daily Management System



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These basics are addressed in Lean Bronze Certification training (HealthStream), more deeply in Lean Silver Certification for healthcare leaders and at a mastery level in Lean Gold Certification. Now is a great time to begin your personal journey toward continuous improvement. Our patients expect the best. Let's deliver on that promise.

LEAN Certifications- Henry Ford Production System			
	BRONZE	SILVER (14 CME Credits)	GOLD (7.5 CME Credits)
Who can attend	Any HFHS employee who can access HFHS University. Complimentary registration, otherwise \$350.	Complimentary registration for HFHS employees, otherwise \$695.	Complimentary registration for HFHS employees, otherwise \$500. Prerequisite: LEAN Silver Certification
Audience	All HFHS employees	Managers, Supervisors, Administrators, Physicians, designated LEAN team leaders	Managers, Supervisors, Administrators, Physicians, designated LEAN team leaders
Course Topics	LEAN Production & Fundamentals, 5S, Systems of Deviation and Daily Management, Process Mapping, Data-driven Problem Solving with A3's	LEAN History, Leadership and Cultural Transformation, LEAN Fundamentals and Methodology, 5S, Daily Management System, Gemba Waste Walk Observation, Kanban System, Value Stream Mapping, Data-driven Problem Solving with A3's	Hoshin Strategic Planning, KPI's, Functional Team Management, Human Development, Connecting Key Systems of Improvement, Deviation and Daily Management, Development of Sustaining Mechanisms, Manager's Standard Work
Training Location	HealthStream Modules (6)	Henry Ford Hospital, Education and Research Building, Room 2096	Henry Ford Hospital, Education and Research Building, Room 2096
Next Training Dates in 2018	Anytime	September 20-21	May 21, November 13
How to Register	Log into HFHS University and Search for "LEAN Bronze" in catalog	Register at https://hfhs.eventsair.com/HenryFordCEPortal/hfhs/cmereg	Register at https://hfhs.eventsair.com/HenryFordCEPortal/hfhs/cmereg