

Kaizen

改善

Mark A. Jenkins, MD

September 10, 2015



Change for the better

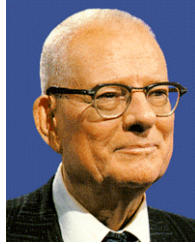


**Continuous Quality
Improvement using small, low-
cost, low-risk changes that
add value or eliminate waste.**

Kaizen asks, “how can I improve the process?”

Deming Wheel (1939)

University of Wyoming (1921)
University of Colorado (1925)
Yale University (1928)




W. Edwards Deming



Dooming Cycle

Special Edition **DAILY TIMES** Today's News

An Occasional Satire of All Things Not Lean



Noted Management Scholar Dr. Dooming Identifies Corporate Cycle of Doom.

Years of reseach on causes of corporate errors, blunders, and failures finally pay off.

Dr. Dooming: "No shit, it came to me while I was drinking beer at the Twin Willows."

The Dooming Cycle (SRFF) is caused by batching of information. It's amazing nobody thought of it before.

© bobemiliani

Bob Emiliani – www.bobemiliani.com

Kaizen involves small progressive steps aligned with a purpose.

It's like training patiently and sensibly for one's first marathon.

Innovation is a high risk, high cost, seismic shift.

It's like running your first marathon with no training.

History

U.S. during WWII

Training Within Industry (TWI) program looks to improve **small things** using existing equipment. The continuous improvement philosophy focuses on **respect** for the employee.

Postwar Japan:

Deming helps Japan rebuild using small steps that focus on **waste reduction**, respect for workers and **added value** to the customer.

Taiichi Ohno (Toyota): Andon Cord

History

Postwar U.S.

After the war, the U.S. largely forgot or ignored the concepts of Continuous Quality Improvement. Now, decades later, these are being reincorporated across multiple government and business environments and the results are shared and recognized.

Kaizen

**Fix the
problem,
not the
blame.**



History

“Continuous Improvement as an Ideal in Health Care” 1989 – Donald Berwick, MD, MPP.

Theory of Bad Apples vs. Theory of Continuous Improvement

- “Quality by inspection”
- Culture of fear
- Use deterrence to improve quality
- Focus on learning, not defense
- Respect for the healthcare worker, who is assumed to be working hard, in good faith
- Systematic, open, scientific analysis of errors

“Management’s job is to create an environment where everybody may take joy in their work”

-W. Edwards Deming,
Ph.D.

Traditional	Kaizen
Problem solving by experts and heroes	Scientific problem solving by everyone
Risk averse	Take intelligent risks
Leaders have the answers	Leaders have curiosity
Respect for profits	Respect for people
Seek out blame	Seek out root causes
Go see to catch and punish	Go see to show respect and ask why
Lead with power and authority	Lead by example and humility
Increase value through addition	Increase value by subtracting the unnecessary

People Centered *and* Scientific

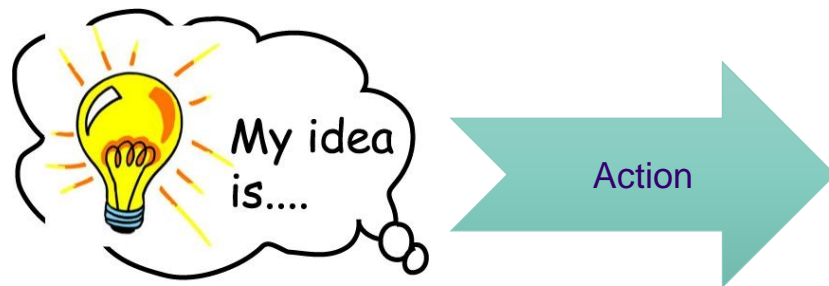
...based on the idea that the people doing the work have the best ideas on how to improve it. No change is too small, participation by everyone is encouraged, and results are shared. *No kaizen is a failure.*

What Kaizen is *not*

Kaizen is not a Suggestion Box

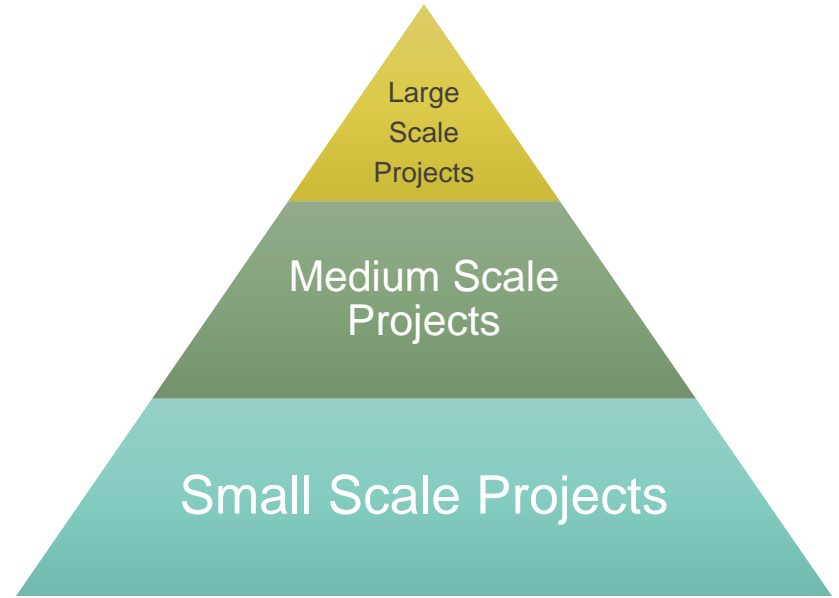


Kaizen is about turning ideas into actions




Scale of Kaizen

The majority of projects undertaken should be small scale, incremental changes that can be implemented in a timely manner and are driven by **small defects**. Larger scale projects are also undertaken, but are driven by the **long term vision** for the unit.



Steps to creating a Kaizen

1. Find
2. Discuss
3. Implement
4. Document
5. Share



Employee identifies
idea & shares with
Coach

Employee implements
the changes (based on
Coach's feedback)

Written Kaizen is
shared and results are
monitored

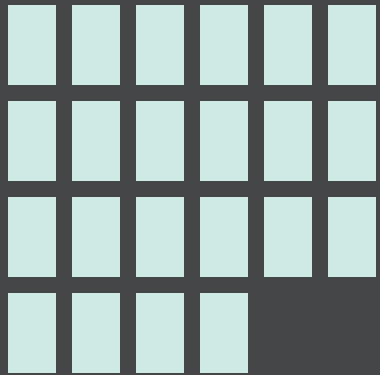
Kaizen Coaches

The role of the Kaizen Coach is to **approve** proposed Kaizens to move them into the implementation stage while offering guidance and **support** and coordinating with other supervisors as needed. Great coaches always acknowledge the effort of a kaizen and **share** the results with others.

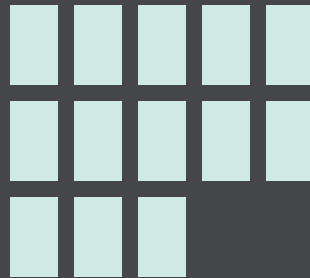
Visual Idea Boards are located in each unit/division and display Kaizens at three stages: Ideas, In Progress & Completed.

Note: if a kaizen needs to be reworked, it can be moved back to "Ideas":

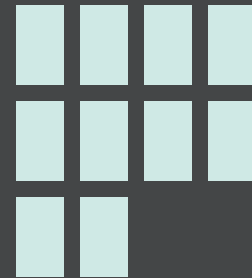
Ideas



In Progress

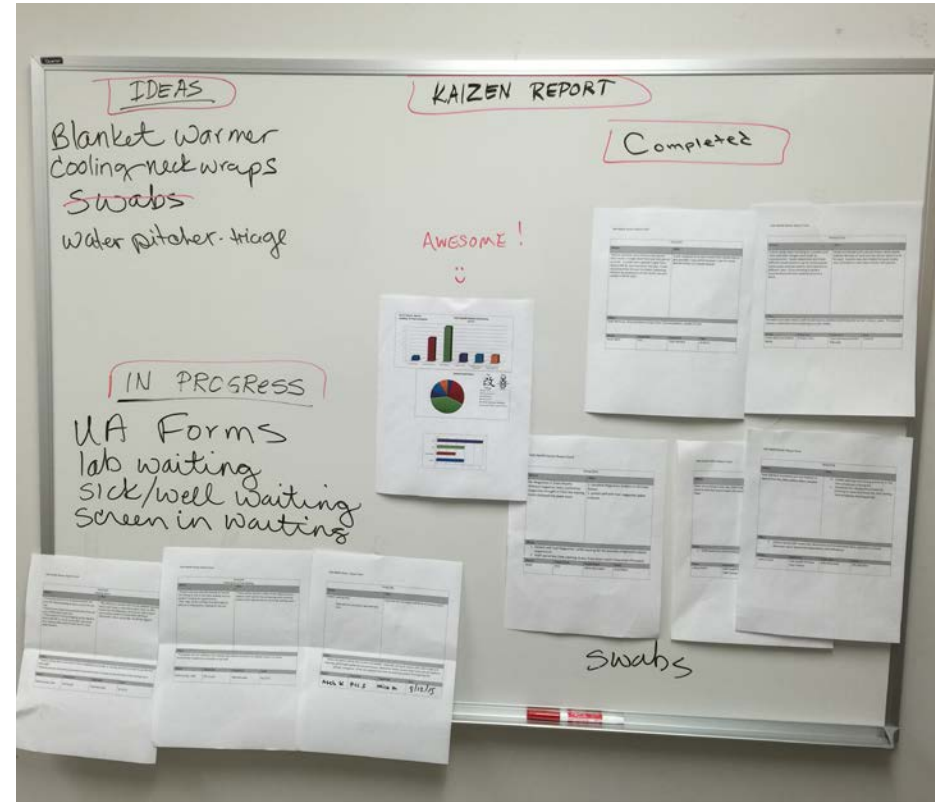


Completed



Visual Idea Boards facilitate communications within & between divisions.

Completed kaizens are entered into a database for sharing. *(Tools & web based reporting under development.)*



1. Identify the problem
2. Describe the change
3. Report on the effect

Area/Unit			
Before		After	
Effect			
Examples: Patient Safety, Quality of Care, Employee Satisfaction or Growth, Reduced Cost, Waste Reduction, Improved Efficiency / Workflow			
Name	Dept/Unit	Supervisor	Date

Hurdles

“Whether you think you can, or that you can’t, you are usually right” – Henry Ford

“Nothing so needs reforming as other people’s habits” – Mark Twain

How often are the following hurdles overheard?

“I don’t have time for that.”

“I get rewarded for fighting fires”

Lack of trust in the organization

“Administration only wants cost savings”

“perceived loss of control if I let employees do Kaizen”

“People don’t think we need to change or improve”

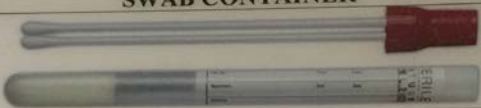
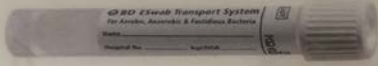

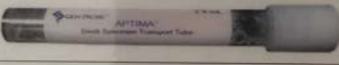





“I have people to do that for me; I delegate it”

Examples

Before	After	Effect 1	Effect 2	Date (Finalization)	Written by
<p>Culture swabs were confusing for providers and clinic staff after changes were made by manufacturers. Swabs looked alike and it was difficult to know which to use for what purpose. Some swabs could be used for same test but on different sites. Errors resulting in patient inconvenience and clinic expense occur as a result.</p>	<p>Swabs are labeled with colored stickers which clearly indicate the type of swab and the site for which it is to be used. A poster was also created listing all swabs, tests and sites in a very clear manner with photos.</p>	<p>Quality of Care</p>	<p>Staff Efficiency</p>	<p>7/24/2015</p>	<p>Karen Beck, Kalena Kirby</p>

Rosetta Stone of Orifice Culturing

Swab Collection Devices for Microbiology/Virology Culture Testing

CULTURE	SWAB CONTAINER	SITE
Strep Culture		Throat
Bacterial		Nose Throat Vaginal Wound
Bacterial		Eye Ear Nasopharynx Urogenital
GC/CT TRICH		Cervical Male Urethra
GC/CT TRICH		Throat Rectal Vaginal
Herpes & Viral		Throat Rectal Cervical Vaginal
Herpes & Viral		Eye Skin Lesions Nasopharyngeal Urethral
PCR Pertussis		Nasopharyngeal
HPV DNA		Cervical

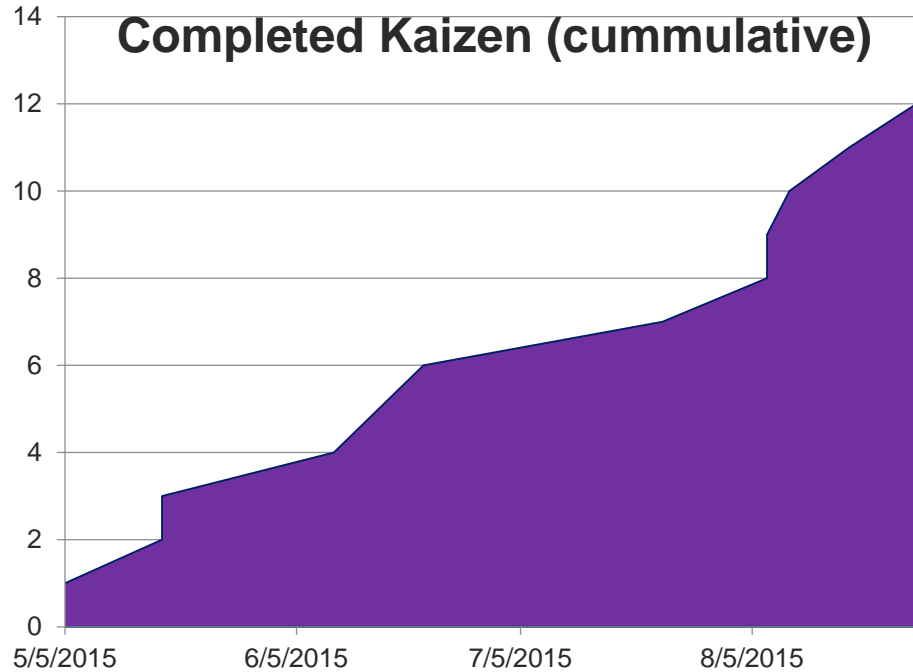
**N=13 Kaizen reports
yielding 22 improvements**

Hall Health Kaizen Summary

Aug 2015



11% of employees have participated



Exercise 1

What can you do today or tomorrow that is,

1. Low cost
2. Results in an Improvement
3. Sustainable
4. Straightforward to implement

Exercise 2

List drivers of employee engagement.

Survey on employee engagement

1. Opportunities to learn and develop new skills
2. Improved my skills and capabilities over the past year
3. Reputation of organization as a good employer
4. Input into decision making in my department
5. Organization focuses on customer satisfaction
6. Salary criteria are fair and consistent
7. Good collaboration across units
8. Appropriate amount of decision making authority to do my job well
9. Senior management acts to ensure organization's long term success
10. Senior management's interest in employee's well-being

Next Steps

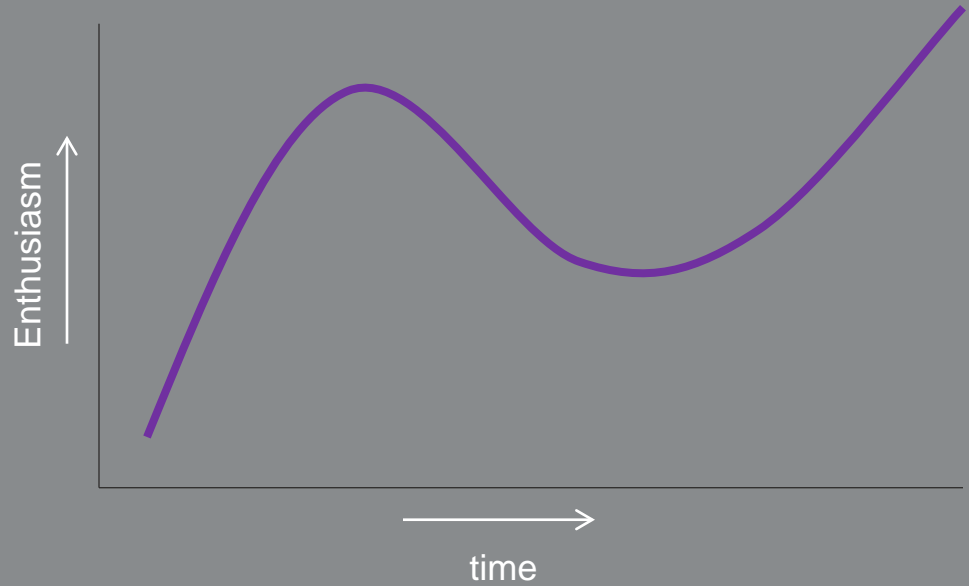
- 1 Incentive Program**
- 2 Maintain Momentum**
- 3 Practice Patience**
- 4 Kaizen the Kaizen**
- 5 Align with Strategy**

Expectations

Three phases (Masaaki Imai)

1. **Early** – first 1-2 years, focus on smaller kaizen. Employee engagement
2. **Growth** –develop additional problem solving skills for staff, more educational resources, strategic alignment
3. **Mature** – 5 – 10 years. Return on investment begins to show.

Expectations



Kaizen is

Process improvement

People Centric

Small, progressive steps

Methodical

Low Risk

Evidence Based

Kaizen promotes organizational adaptability and resilience

Where can I learn more?

Resources

The Executive Guide to Healthcare Kaizen. CRC Press 2014. Graban and Swartz. ISBN 978-1-4665-8641-3

Creating a Kaizen Culture. Miller, Wroblewski, Villafuerte. McGraw –Hill Education.2014. ISBN 978-0-07-182685-3

The Spirit of Kaizen. Robert Maurer. McGraw Hill.2013. ISBN 978-0-07-179618-7

Switch: How to change things when change is hard. Broadway Books 2010. Heath and Heath. ISBN 978-0-385-52875-7

us.kaizen.com

www.bobemiliani.com/

The secret of getting ahead is getting started. The secret of getting started is breaking your complex overwhelming tasks into small manageable tasks, and then starting on the first one” -- Mark Twain

“It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change” -- Charles Darwin

Q+A