

# Achieving Rapid Results and Energizing the Team: *The What, Why, and How of Kaizen*

**WELCOME! Thank you for joining! Sound for the webinar will come through your computer speakers. Please feel free to submit your questions throughout the webinar through the chat feature. WE WILL START MOMENTARILY.**

**January 13, 2015**

Sponsored & Moderated  
by PHQIX:  
Laura Arena



Presented by :  
Continual Impact LLC  
Chris Bujak and Pam Vecellio



Seminole County Department of  
Health  
Sara Warren



# Session Goal

<p><b>TO:</b> What is the goal, purpose or outcome desired?</p>	<p>Share information on the Kaizen process and the results it can produce</p>		
<p><b>FOR:</b> Who benefits from the results? What is the scope?</p>	<p>Quality Improvement practitioners who are a) new to Kaizen and what to try it and b) have tried Kaizen and want tips for improving their results</p>		
<p><b>SO THAT:</b> What are the benefits from achieving the goal?</p>	<ul style="list-style-type: none"> <li>▪ You increase their knowledge of Kaizen and its process</li> <li>▪ You know how Kaizen fits in Quality Improvement</li> <li>▪ You are able to describe Kaizen to others</li> <li>▪ You are energized to learn more about its potential</li> </ul>		
<p><b>STANDARDS:</b> How will you measure success; Measure and Target</p>	<p>What</p>	<p>How Measured</p>	<p>Target</p>
	<p>Attendance</p>	<p># of attendees</p>	<p>&gt;100</p>
	<p>Participation</p>	<p># of questions asked by attendees</p>	<p>&gt;10</p>
	<p>Value</p>	<p># attendees expressing positive feedback – post survey</p>	<p>&gt;90%</p>

# Session Goal

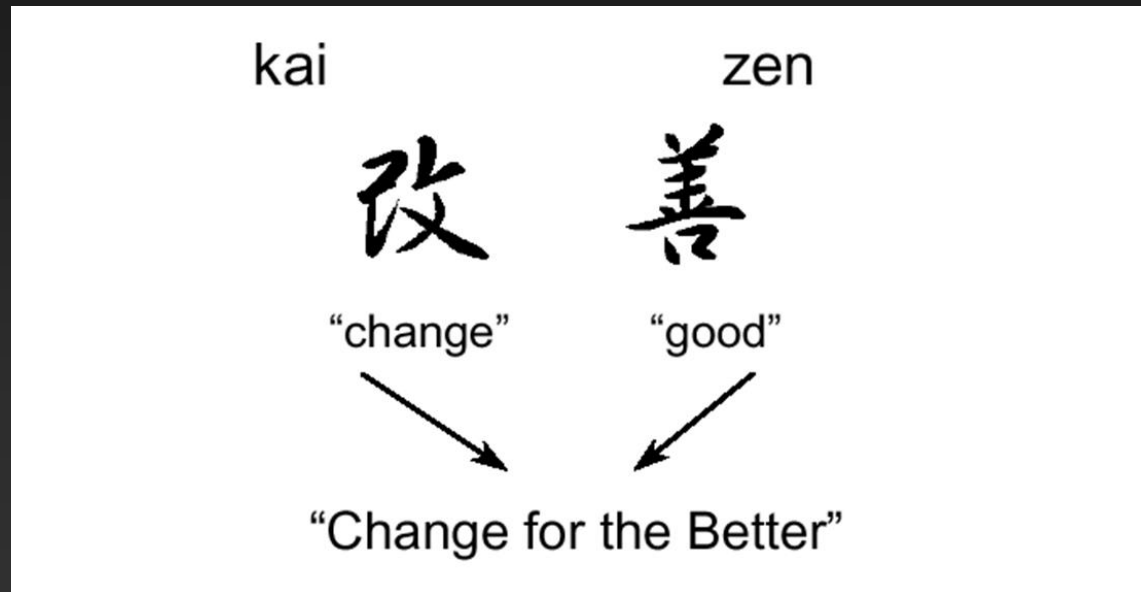
<p><b>CONDITIONS:</b> What requirements or limitations exist?</p>	<ul style="list-style-type: none"> <li>Session is conducted in 1 ½ hours</li> <li>You understand the webinar does not able you to conduct an event without additional training</li> </ul>		
<p><b>BY:</b> How will you achieve the result? Basic approach?</p>	<p><b>What</b></p>	<p><b>Who</b></p>	<p><b>Time</b></p>
<p>Preliminaries; Session goal; Learning objectives</p>	<p>Laura Arena &amp; Chris Bujak</p>	<p>10 min.</p>	
<p>Definition of Kaizen</p>	<p>Chris Bujak</p>	<p>10 min.</p>	
<p>Overview of Kaizen Process (relationship to the improvement cycle, day by day activities, techniques used during the process)</p>	<p>Pam Vecellio</p>	<p>20 min.</p>	
<p>Benefits of Kaizen</p>	<p>Chris Bujak, Pam Vecellio</p>	<p>15 min.</p>	
<p>Share lessons learned and case histories</p>	<p>Chris Bujak, Sara Warren</p>	<p>20 min.</p>	
<p>Summary take aways; Questions &amp; Answers</p>	<p>All</p>	<p>15 min.</p>	

# WHAT ARE YOUR LEARNING EXPECTATIONS?

Send Through The Chat Window



# WHAT IS KAIZEN?



# Kaizen as a....

- *Principle of Conduct*: Striving for Perfection
- Management Principle: Creates Business Success
- Method: Work Process Improvement
  - Individual Work Process Improvement
  - Day to Day Team Work Process Improvement
  - **Special Event Work Process Improvement**

**The pursuit of perfection in all one does. In this use, the term is applicable across the areas of one's life and represents a guiding ethic for conducting a life.**

# Kaizen as a *Principle of Conduct*: Striving for Perfection

The pursuit of perfection in all one does. In this use, the term is applicable across the areas of one's life and **represents a guiding ethic for conducting a life.**

# Kaizen as a *Management Principle*: Creates Business Success

- It is expressed in all activities, personal and teamed, that develop and use learning to make processes better at satisfying customer requirements
- Its origins are in the fifth of W. Edwards Deming's 14 management points: "Improve constantly and forever the system of production and service" (Deming, 1982, p. 49)
- Outside the United States, the term kaizen, *on its own*, more frequently refers to a comprehensive companywide management program best represented by the work of Masaaki Imai (1986).



# Kaizen as a *Method*: Work Process Improvement

A group of methods for making work process improvements. The methods that have been placed under the label Kaizen are varied and range from use by the individual (Teian Kaizen) to **planned teamed events conducted in the workplace that systematically uncover waste in a work process and eliminate it (Gemba Kaizen).**

In this definition the Kaizen methods are organized in to 3 categories:

- Individual
- Day-to-day
- **Special event**

# Kaizen Methods: *Special Event Work Process* Improvement

Also known as **Kaizen Blitz or Kaizen Event**

- Most common Kaizen method.
- **Prior planning followed by fully executing the process improvement cycle over a period of days.**
- Performed at the sub process level or where the work is done (“Gemba”).
- **Focus on making improvements by detecting and eliminating waste.**

# Kaizen Methods: *Special Event* Work Process Improvement

## Kaizen event

- A **team-based** approach to **problem solving** that flows through **all phases of the improvement cycle** effectively and **rapidly**.
- Before the event, a kaizen-appropriate problem is identified along with goals in areas such as customer satisfaction, cycle time and labor reduction, and error elimination.
- A typical event uses a systematic process to identify waste in the targeted work process, enable the team to understand and analyze the root causes, identify and test solutions, learn, install improvements, and create a system for ongoing improvement. As the event progresses, numerous QI and change management methods and techniques are applied.
- **All of this work is accomplished in a brief period of time, typically 5 days, with full benefits achieved within 1-3 months!**

# Kaizen: Building the Culture of Quality and High Performing Organizations

- ✓ Powered by **People**
- ✓ Special type of **Leadership**
- ✓ Superbly **Focused** on their purpose
- ✓ Use **Learning** to create results
- ✓ **Implement** well, installing the new way and continually improving
- ✓ Improvement **Methods** used to empower the individual and effectively solve problems

Kaizen events engage staff & achieve early successes, benefits

# HOW TO PERFORM A KAIZEN EVENT?

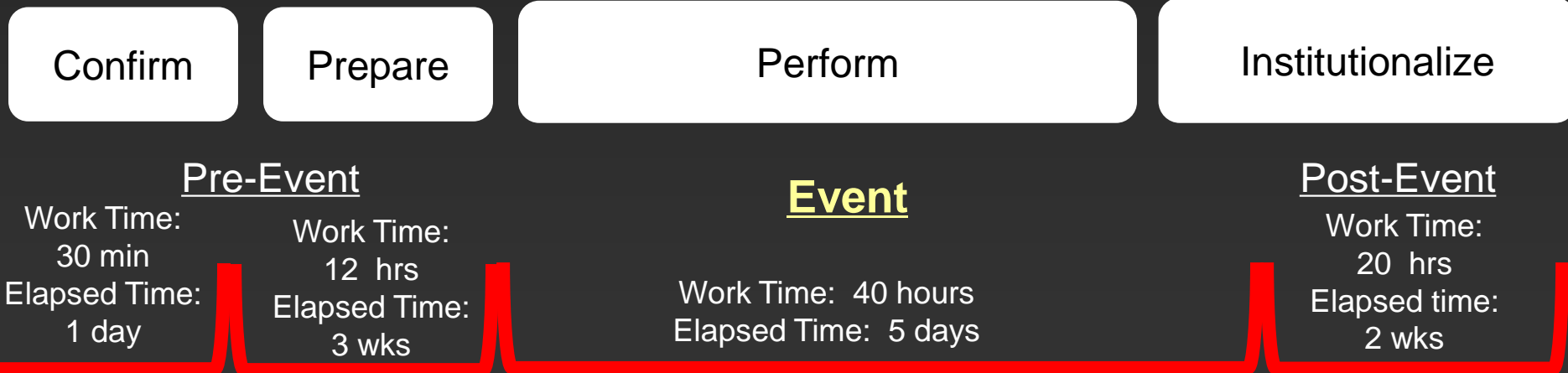


# The Improvement Cycle & A Kaizen Event

Improvement Cycle: (6-8 months)



Kaizen Event Steps: (6 weeks)



# The Improvement Cycle & A Kaizen Event

## Similarities

Completing all the improvement cycle steps

Team members are critical

Information & data based problem solving

## Differences for a Kaizen Event

Shorter cycle time to achieve results

Less work content time for project

Target running the new process the day after the event

More critical:

- Preparation work
- Speed of Observing/Evaluating Data, Testing, Making Decisions, & Implementing Actions

Event leader's competency in multiple improvement methods

# Confirm use of Kaizen

## What


- Draft the project gap (starting point & vision)
- Draft the project goal statement
- Confirm kaizen as the best improvement method
- Obtain leadership support


## Why


- Ensure the best improvement method to address the gap
- The improvement project is off to a successful start




# Kaizen Event Selection Criteria

 The problem is definable


 The problem is measureable (currently or can be defined in the event)

 The leadership team is committed to provide event resources, logistics


 ***The team has the authority, knowledge, and skills to make the needed decisions***

 The benefits case is clear

 ***The process can be observed within the event timeframe***

 ***The resources can commit to 5 consecutive days or ~40 hours within 3 weeks (this is less ideal)***

 ***It is feasible to test and install solutions within the week***

 Solving this problem supports our strategic plans & our annual improvement plans

 ***No significant change management issues***

# Prepare for Kaizen

## What

- Finalize event goal
- Confirm team members & subject matter experts
- Confirm improvement owner
- Gather & review relevant work process data, documents, issues
- Prepare & share event communications
- Coordinate event logistics & room set up

## Why

- Confirm that team members, leaders, and QI Leader are prepared to fully participate

# Perform the Kaizen Event

**Day 1:** Focus the team; Gather process data & information; Understand the current state

**Day 2:** Prioritize issues; Evaluate/Root cause the wastes and Solve the Problem

**Day 3:** Develop future state process & solutions (job aids); Start to Test & Learn

**Day 4:** Test & Learn; Continue to develop solutions; Develop training material; Prepare process owner

**Day 5:** Pilot the new process & Learn; Measure results; Communicate results; Hand off to Process Owner & team

# Institutionalize the Results


## What: Post the Event

- Complete Follow-up action items (communications, training, go-live)
- Transition responsibilities from project team to process owner and process team members
- Share success; Replicate improvements at other sites, locations

## Why:

- Ensure Work process improvements are fully institutionalized

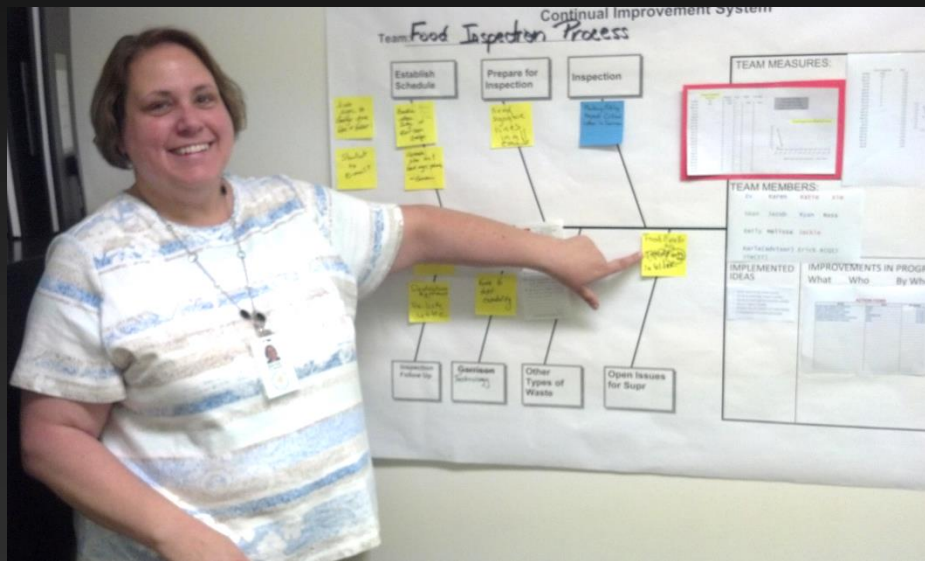
# Institutionalize the Results

1. Create a process that is reliable, standardized and with clear accountabilities
  2. Teach the new process effectively (Show, Do, Recycle)
  3. Define and operationalize measures and targets; track performance
  4. Create a feedback mechanism for questions and ideas; resolve problems and incrementally improve
  5. Coach Performance; feedback and consequences
- 
- Part of performing the kaizen event

See NACCHO Self Assessment Tool; Sub Element 6.7, Process Management, Results and Continual Improvement

# Institutionalize the Results

Create a feedback mechanism for questions and ideas; resolve problems and incrementally improve



Process Owner holds a CIS meeting to find out how implementation has gone thus far. She later states, **“I couldn’t have done standardization of this process without kaizen.”** 2 weeks following process implementation

- Identify issues and ideas on an ongoing basis
- Create a local problem solving system including escalation if necessary
- Routinely review process performance

>40 Techniques to Help  
Understand & Make the  
Change

In a Kaizen Event

# “Hard Wired” Techniques in Confirm & Prepare

TECHNIQUE	PURPOSE
Starting Point and Gap	Focus the Issue
Goal Statement including measures of success	Focus the Issue
Measure Definition Sheet	Focus the Issue
Project PrISM (project summary, storyboard)	Focus the Issue
Stakeholder Analysis	Align stakeholders
Communications Strategy	Motivate Interest, Align stakeholders
Single Communication ROAMMM	Motivate Interest, Align stakeholders
Gathering Practical Knowledge	Focus the issue



# “Hard Wired” Techniques in **Perform**

## TECHNIQUE

Starting Point and Gap

Goal Statement

Working with Others

Daily Newspapers

Daily Leadership report outs

Daily Stakeholder communications

Event report out

5S, Mistake Proofing, Kanban, Flow, Quick Change

## TECHNIQUE

Sub process mapping

Waste / Value Analysis

Information Based Problem Solving; Cause and Effect

2 X 2 Prioritization Matrix

Performing tests with stakeholders

Test Lessons Learned (SRLD)

Standardized Work Templates (Single Topic Guideline, Gathering Practical Knowledge)

5 Step Install Process (+Training)

# “Hard Wired” Techniques in Institutionalize

TECHNIQUE	PURPOSE
Project PrISM (project summary, storyboard)	Align stakeholders
Single Communication ROAMMM	Align stakeholders
5 Step Install Process (incl Training)	Create support, Implement, Monitor and Learn
Process Owner	Create support, Implement, Monitor and Learn
Continual Improvement System (on-going measurement, team involvement, and improvement)	Create support, Monitor and Learn
Event Lessons Learned (SRLD)	Monitor and Learn

# Why Kaizen?

## Who Benefits?

*The QI Leader*

*The kaizen team*

*The organization*

*The impacted stakeholders*

# People and Kaizen

“People are the heart, head and muscle of the high performing organization—who they are determines whether it exists or fails to exist”

*Vital Enterprises, The High Performing Learning Organization, Aug 1997*

Giving them the opportunity, setting, process and skills are foundations to success...



# People and Kaizen

The types of activities which people consistently report most rewarding—***involve a clear objective, a need for concentration so intense that no attention is left over, lack of interruptions and distractions, clear and immediate feedback on progress toward the objective, and a sense of challenge***

Psychologist Mihaly Csikszentmihalyi,  
Univ of Chicago



# Kaizen Event Benefits

## **SPEED to ...**

- **Benefit realization**
- Increases capacity to conduct additional improvement projects
- Measurement installation and performance tracking
- Demonstrate a **CAN-DO change culture**
  - Show the organization that you can make change in a short period of time
  - Timely decision making
- Team member **involvement & excitement** for additional improvement

# Kaizen Impact on the Organization & Citizens

- **Food inspection process:** Decreased inspection admin. time from **7 hour to 30 minutes** per inspection
  - ROI: 1 Year return on every dollar spent **\$8**
- **Issuing death certificates:** Decreased labor time from **22 to 9 minutes** per certificate
  - # of Citizens and Funerals seeking and providing information: **6,500 / year**
- **Supply ordering process:** Decreased labor time from **93 to 16.5 minutes** per order
  - ROI: 1 Year return on every dollar spent **\$3**

*With 1 day - 1 month following the Kaizen event*

# Kaizen Impact on the Organization & Citizens

- **Share drive usage:** *Decreased search time, e.g. key document, from 20 to 7 seconds*
- **Request for assistance (Phone Mgmt.):** *Increased calls completed within one transfer from 11% to 80%*
  - # Citizens seeking information to make informed decisions: 26,000 / year

*With 1 day - 1 month following the Kaizen event*



# Kaizen Impact on the Team

- “Kaizen shocked us, we thought that we were going to spend a week to remove 10 minutes...instead we identified how to remove 190 minutes.”
- “Nothing has ever happened this quickly in the department before. We solved a 16 year old problem in 5 days.”
- “We’ve never been asked our opinion before, we’re just told what to do. I have much more capability than people realize but feel looked down on because I’m just an operator. ...Kaizen changed that!”
- “It is nice to see how proud people are and how they own these improvements and the new process.”
- “This kaizen event was a roller coaster, after I got off I’m ready to do it again!”
- “...the change that we are making to our organization to empower people, get them more involved in the day-to-day decision making, is going to get us better results”

**Lessons Learned**

**And a Success Story**

# DOH-Seminole

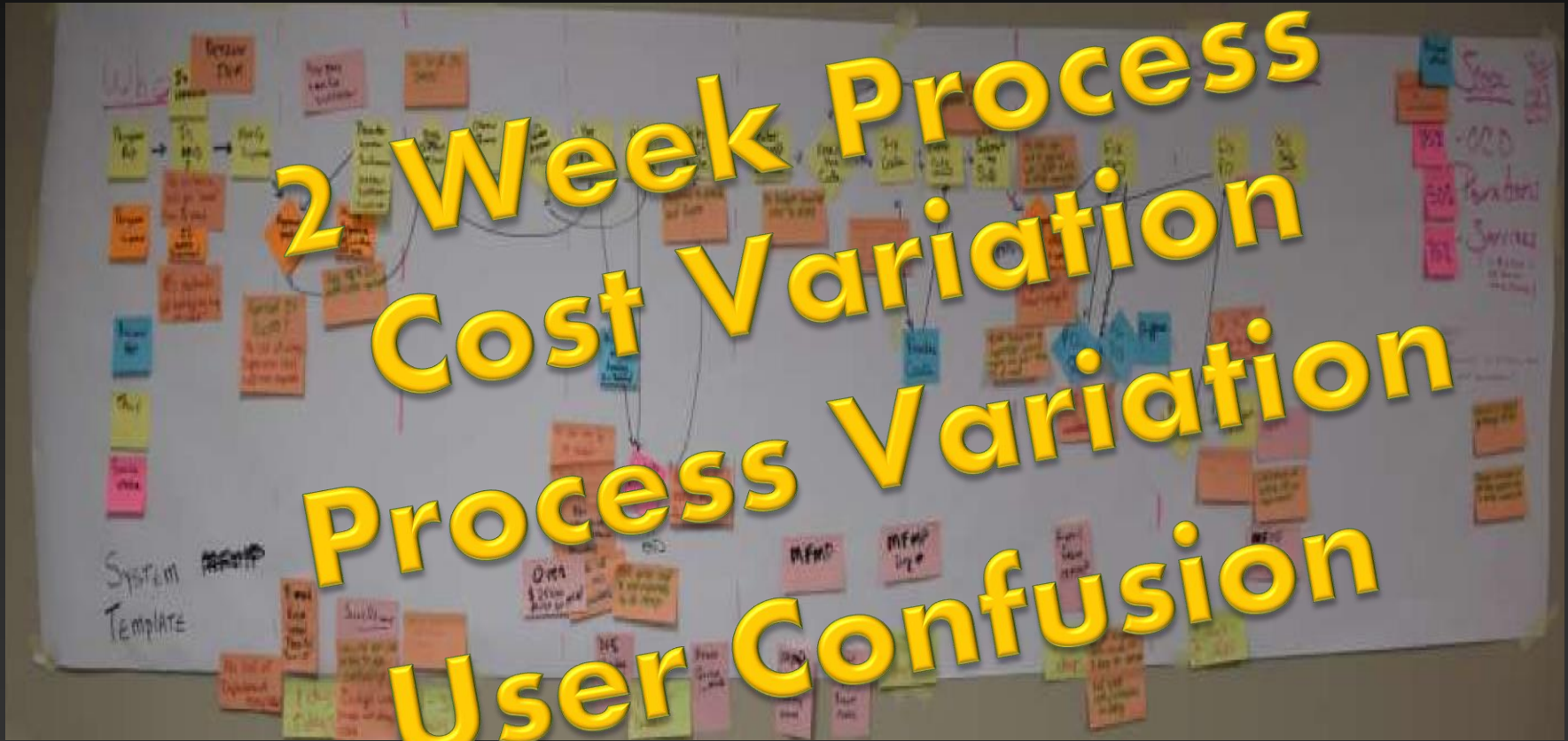
## Our Team



2013-2014 Strategic Plan... Streamline

# DOH-Seminole

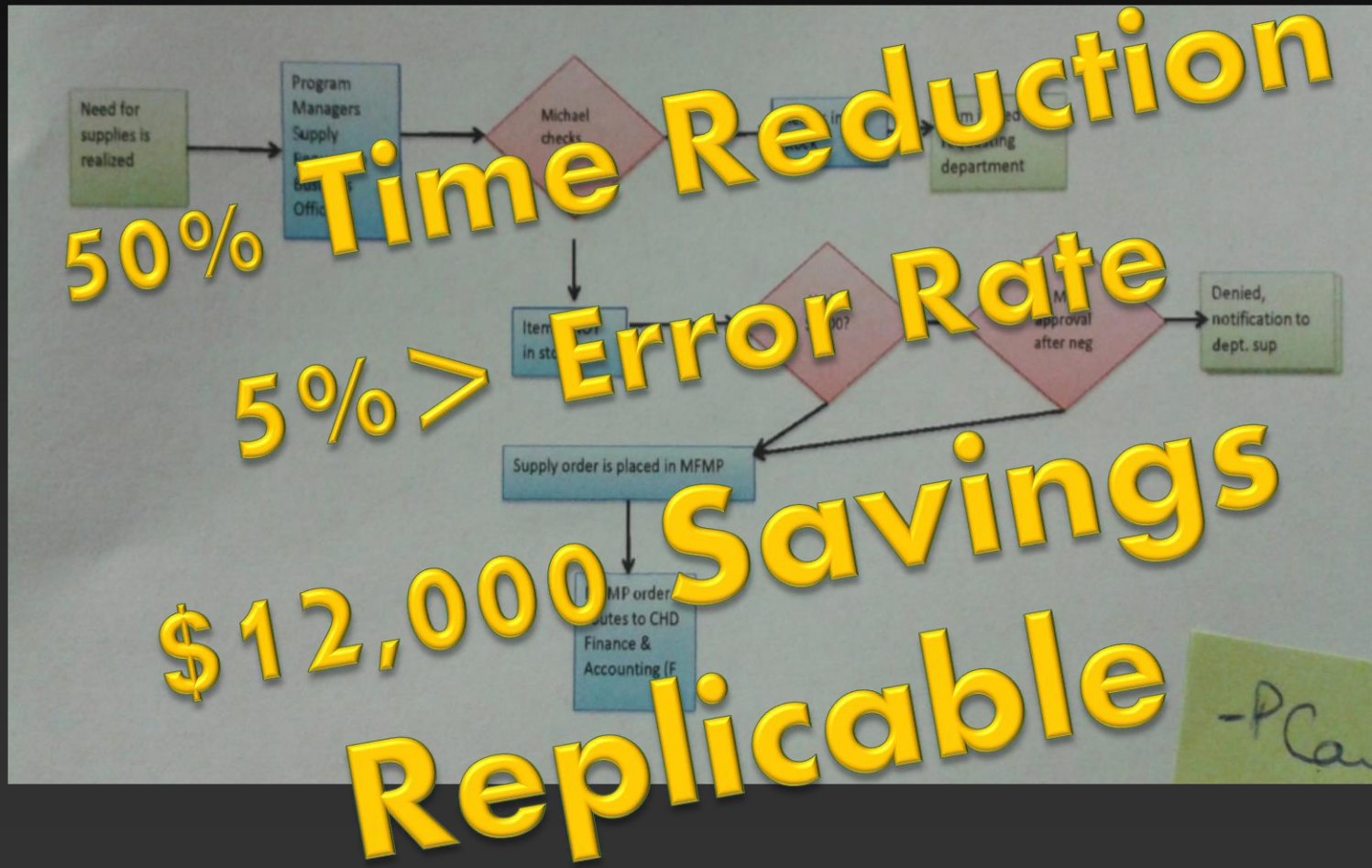
## Purchasing Process Pre-Kaizen





# DOH- Seminole

## Purchasing Process Post-Kaizen



# DOH-Seminole

## Lessons Learned

PLAN-

Data, Stakeholders, Environment

PERFORM-

Physically, Mentally

ENJOY-

Results, Team, QI Confidence

# Seminole Benefits

- **As a QI leader**, learning the Kaizen process gave me confidence in the identification of rapid change improvement ideas. Kaizen training gave me valuable tools to help quickly focus a team while ensuring participant engagement
- Benefits to our **Kaizen Team** are the increased financial accountability and reduction of transactional costs and services procured through MyFloridaMarketPlace
- Benefits to **DOH-Seminole** are more time spent on direct client services and a purchasing structure that promotes savings and time efficiency
- Benefits to **Impacted Stakeholders** are the continued operational availability of our organization, timely payment for goods and services rendered for the vendors with the State of Florida and reduction in State Office Representatives' time who must review and correct errors on submitted purchase orders

# Kaizen Lessons Learned...

- A QI Leader (Kaizen Event Leader) with efficient and confident command of various QI techniques will aid the team in achieving greater results
- Clarifying the event's goal with defined measures can help keep the team focused on solving the problems
- Focusing on identifying and eliminating wastes directs the team to work process rather than those performing the work
- Anticipating and planning for changes can open the team to deeper problem solving and richer solutions
- Involving the process owner early can ease the installation of solutions and on-going continual improvement



# In Closing...

**Kaizen is a powerful QI method for involving the team in achieving rapid improvement.**

- Become trained and skilled at using the kaizen event methodology
- Seek coaching to continue growing kaizen knowledge, skills, and abilities
- Grab a problem, a team, and **go kaizen!**
- Get the improvement cycle to run faster
- Get the same or better result with a significant cycle time reduction.
- Get you organization involved and excited about quality improvement

# You want to talk more about Kaizen...

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# How Did We Do on the goal and learning expectations?



## Questions?