Engaging Frontline Staff in Real Time Improvement

Leanne Lewis
Sharon Mann

Institute for Healthcare Improvement
December 2014

Session Objectives

• Describe daily leadership routines that engage staff in improvement

• Identify the elements critical to success when implementing this approach
Who We Are

Sharon Mann: RN, MS, NEA, BC
Nursing Director – Emergency, Observation and Stroke Units

Leanne Lewis: MSF
Administrative Director – Anatomic Pathology and Clinical Laboratories

Virginia Mason Medical Center

- An integrated health care system
- 501(c)3 not-for-profit
- 336-bed hospital
- Eight locations (main campus and regional centers)
- 450 physicians
- 5,000 employees
- Graduate Medical Education Program
- Research Institute
- Foundation
Department Overview - Laboratory

- Processed 1.9 million clinical laboratory tests in 2013.
- Our Anatomic Pathology department diagnosed close to 40,000 cases.
- 18,700 Cytology cases in 2013.
- 199 budgeted FTEs
- 13 Pathologists

Department Overview
Emergency and Observation Units

<table>
<thead>
<tr>
<th>ED</th>
<th>Observation Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>17 beds</td>
<td>3 years new</td>
</tr>
<tr>
<td>23,000 visits/year</td>
<td>18 beds – 4757 patient admissions</td>
</tr>
<tr>
<td>Staffed with MD, RN, PCT</td>
<td>Open 24/7</td>
</tr>
<tr>
<td>and PA’s</td>
<td>Staff - Nursing Director, Manager,</td>
</tr>
<tr>
<td>Level 1 Stroke and Cardi</td>
<td>Social Worker, RN’s and PCT’s</td>
</tr>
<tr>
<td>Center</td>
<td></td>
</tr>
<tr>
<td>Leadership – Medical and</td>
<td></td>
</tr>
<tr>
<td>Nursing Director, Manager,</td>
<td></td>
</tr>
<tr>
<td>2 Assistant Managers, part-</td>
<td></td>
</tr>
<tr>
<td>time data analyst and admin. assistant</td>
<td></td>
</tr>
</tbody>
</table>
Innovative cultures are stimulating, engaging

Assists the translation of ideas into action

Virginia Mason Production System

Toyota Production System philosophies and practices have given us an effective management approach focused on achieving:

- Customer first
- Highest quality
- Obsession with safety
- Highest staff engagement
- A successful economic enterprise
World-Class Management

1. Run your business
2. Improve your business

Management by Policy
Provides focus and direction

Daily Management
Manages daily work

World-Class Management System

Cross-Functional Management
Aligns across the organization toward full customer satisfaction

Connecting the Dots

Leader Standard Work
(Knowing and running my business)

"Visual Controls - Daily Production"
errors and defects becomes visible

VMPS – Education and Tools

Respect for People

Peoplelink
Connect the dots

Staff Satisfaction & Patient Satisfaction

Requires Effective Leadership

“Leaders have a disproportionately large effect on the cultures of organizations. By their behaviors, leaders create the conditions that either hinder or aid innovation.”

NHS Institute

What?

You can standardize what leaders do every day?
Why?

- Enables quicker correction of problems
- Provides staff with regular, predictable communication channels
- Makes leaders & their work more visible to staff
- Builds trust & transparency
  - More constructive problem-solving, less blaming
- Boosts quantity/quality of ideas
- Gives leaders more predictability in their day

Standard Work for Leaders

- We’re standardizing what makes sense
  - Repetitive daily activities and behaviors that leaders engage in to ensure customer demand is met and identify abnormal conditions
- % depends on leadership level
  - 50%-90% if close to daily operations
  - 10%-50% in less structured roles
**Leader Standard Work: Leader Standard Work Checklists**

<table>
<thead>
<tr>
<th>Leader Standard Work Checklist</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Essential &quot;Assigned&quot; standard work for at least one Leader</strong></td>
<td>Daily Weekly Monthly</td>
</tr>
<tr>
<td>Conduct Daily Huddle with Standard Work</td>
<td>x</td>
</tr>
<tr>
<td>Review &amp; Sign Genba Production Board (throughout the day)</td>
<td>x</td>
</tr>
<tr>
<td>Sweep Work Environment/Facility</td>
<td>x</td>
</tr>
<tr>
<td>Sweep for WIP (electronic systems for urgent messages i.e., Outlook, Cerner, etc.)</td>
<td>x</td>
</tr>
<tr>
<td>Review Kronos (Overtime, no breaks, etc.)</td>
<td>x</td>
</tr>
<tr>
<td>Plan &amp; Schedule Staffing</td>
<td>x</td>
</tr>
<tr>
<td>Perform Required Safety Audits &amp; Checks</td>
<td>x</td>
</tr>
<tr>
<td>Review VMPS for Leader Status</td>
<td>x</td>
</tr>
<tr>
<td>Track &amp; Trend Production Board Defects/Issues</td>
<td>x</td>
</tr>
<tr>
<td>Update PeopleLink</td>
<td>x</td>
</tr>
</tbody>
</table>

**Essential for Each Site Leader**

<table>
<thead>
<tr>
<th>Leader Standard Work Checklist</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review Financials &amp; Report Variances (information/report specific)</td>
<td>x</td>
</tr>
<tr>
<td>Document &amp; Follow Up on Issues/Concerns</td>
<td>x</td>
</tr>
<tr>
<td>Document &amp; Follow Up on PSA's &amp; Defects</td>
<td>x</td>
</tr>
<tr>
<td>Review and Updated Kaizen Plan</td>
<td>x</td>
</tr>
<tr>
<td>Operational Rounding (Leader rounding, Service rounding, etc.)</td>
<td>x</td>
</tr>
<tr>
<td>Conduct Purposeful Genba Observations supported by VMPS tools</td>
<td>x</td>
</tr>
<tr>
<td>Applause</td>
<td>x</td>
</tr>
<tr>
<td>Sweep Staff Readiness: Performance Evals, FFD, etc.</td>
<td>x</td>
</tr>
<tr>
<td>Review Press Ganey</td>
<td>x</td>
</tr>
</tbody>
</table>
We can figure this out

Example of Leader Standard Work

DAILY
Communication board
Production board
Leader daily checklist

WEEKLY
Central Processing Mission Statement:
Working together as a team to provide quality and excellent services to our customers and team members. It is our privilege to serve our patients in a timely manner ensuring quality and accuracy.

- **Daily**
- **Weekly**
- **Monthly**

Key activities are segregated by time (daily, weekly, monthly).

Very little is “permanent” on the board.

Used by all leaders (Director, ANM’s, etc.)
Visual Controls

AM Draw Production Board – team assignments and team leaders

Daily schedule

Incomplete draws – root cause analysis board

“The purpose of lean system is to make problems glaringly obvious”

Robert W. Hall, Editor in Chief
Target, Association for Manufacturing Excellence
### Making the defects visible

<table>
<thead>
<tr>
<th>February 14</th>
<th>Week 1</th>
<th>Week 2</th>
<th>Week 3/4</th>
<th>Comments</th>
<th>Visual Representation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>12/9/13</td>
<td>12/9/13</td>
<td>12/9/13-12/14</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bread Culture Contamination</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>See CDC</td>
<td>[Graph of Bread Culture Contamination]</td>
</tr>
<tr>
<td>Patient Wait Time Averages</td>
<td>Goal &lt; 6 minutes</td>
<td></td>
<td></td>
<td></td>
<td>[Graph of Patient Wait Time Averages]</td>
</tr>
<tr>
<td>Peak Mode</td>
<td>5</td>
<td>4</td>
<td>6</td>
<td></td>
<td>[Graph of Peak Mode]</td>
</tr>
<tr>
<td>Daily Mode</td>
<td>6</td>
<td>5</td>
<td>6</td>
<td></td>
<td>[Graph of Daily Mode]</td>
</tr>
<tr>
<td>Morning/Evening Mode</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td></td>
<td>[Graph of Morning/Evening Mode]</td>
</tr>
<tr>
<td>Labeling Error (Goal: Zero)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
<td>[Graph of Labeling Error]</td>
</tr>
<tr>
<td>AM Draw Averages</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>[Graph of AM Draw Averages]</td>
</tr>
<tr>
<td>Time Done (Goal: 60%)</td>
<td>60/60</td>
<td>60/60</td>
<td></td>
<td></td>
<td>[Graph of Time Done]</td>
</tr>
<tr>
<td>Drawn (Goal: 100%)</td>
<td>100</td>
<td>100</td>
<td></td>
<td></td>
<td>[Graph of Drawn]</td>
</tr>
<tr>
<td>Done (Goal: 100%)</td>
<td>100</td>
<td>100</td>
<td></td>
<td></td>
<td>[Graph of Done]</td>
</tr>
<tr>
<td>Patient Volume Averages</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>[Graph of Patient Volume Averages]</td>
</tr>
<tr>
<td>Outpatient (Total Average)</td>
<td>123</td>
<td>123</td>
<td>123</td>
<td></td>
<td>[Graph of Outpatient]</td>
</tr>
<tr>
<td>Inpatient (Total Average)</td>
<td>123</td>
<td>123</td>
<td>123</td>
<td></td>
<td>[Graph of Inpatient]</td>
</tr>
<tr>
<td>Underian (Total Average)</td>
<td>123</td>
<td>123</td>
<td>123</td>
<td></td>
<td>[Graph of Underian]</td>
</tr>
<tr>
<td>Patient Service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>[Graph of Patient Service]</td>
</tr>
<tr>
<td>Positive Feedback</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td></td>
<td>[Graph of Positive Feedback]</td>
</tr>
<tr>
<td>Negative Concerns</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td></td>
<td>[Graph of Negative Concerns]</td>
</tr>
</tbody>
</table>

© 2014 Virginia Mason

### Responding to Abnormalities

© 2014 Virginia Mason
Improving the process

EBD Survey for the Lindeman Lab Draw Station
Check In Process and Patient Flow 11/2013

EBD Survey for the Lindeman Lab Draw Station
Check In Process and Patient Flow 01/2014

Leaders Engaging the Team
“The intangible benefits of visual controls are remarkable. The development of teamwork by increasing the level of involvement of the operators in observing, analyzing, improving the process, and understanding the whole and not just their individual work.”

*David Mann, Creating a Lean Culture*
Our Focus Here: Convergence of Two Methods

Staff Idea System  Action!  Standardized Leader Routines

Daily Staff Huddle

- Team members present their own ideas and learning's to their co-workers
## Staffing Board

### Future Cast

---|---|---|---|---|---|---|---|---|---|---|---
**LOAS**<br>Erica off<br>Vacations<br>Vacation Days<br>Residencies/Training<br>Brian Smith | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0
**Open Positions** | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0
**Travelers**<br>Dennis<br>Jennifer<br>Jama<br>Alana<br>Orion | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0
**Per Diems**<br>2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2
**Total Staff**<br>0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0
**Total Shifts**<br>0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0

© 2014 Virginia Mason
Sensei Visit to the Emergency Department
Results of the Ono Circle

| Assignment | 00 | 015 | 030 | 045 | 060 | 075 | 090 | 105 | 120 | 135 | 150 | 165 | 180 | 195 | 210 | 225 | 240 | 255 | 270 | 285 | 300 | 315 | 330 | 345 | 360 | 375 | 390 | 405 | 420 | 435 | 450 | 465 | 480 | 495 | 510 | 525 | 540 | 555 | 570 | 585 | 600 | 615 | 630 | 645 | 660 | 675 | 690 | 705 | 720 | 735 | 750 | 765 | 780 | 795 | 810 | 825 | 840 | 855 | 870 | 885 | 900 | 915 | 930 | 945 | 1000 | 1015 | 1030 | 1045 | 1100 | 1115 | 1130 | 1145 | 1200 | 1215 | 1230 | 1245 | 1300 | 1315 | 1330 | 1345 | 1400 | 1415 | 1430 | 1445 | 1500 | 1515 | 1530 | 1545 | 1600 | 1615 | 1630 | 1645 | 1700 | 1715 | 1730 | 1745 | 1800 | 1815 | 1830 | 1845 | 1900 | 1915 | 1930 | 1945 | 2000 | 2015 | 2030 | 2045 | 2100 | 2115 | 2130 | 2145 | 2200 | 2215 | 2230 | 2245 | 2300 | 2315 | 2330 | 2345 | 2400 | 2415 | 2430 | 2445 | 2500 | 2515 | 2530 | 2545 | 2600 | 2615 | 2630 | 2645 | 2700 | 2715 | 2730 | 2745 | 2800 | 2815 | 2830 | 2845 | 2900 | 2915 | 2930 | 2945 | 3000 | 3015 | 3030 | 3045 | 3100 | 3115 | 3130 | 3145 | 3200 | 3215 | 3230 | 3245 | 3300 | 3315 | 3330 | 3345 | 3400 | 3415 | 3430 | 3445 | 3500 | 3515 | 3530 | 3545 | 3600 | 3615 | 3630 | 3645 | 3700 | 3715 | 3730 | 3745 | 3800 | 3815 | 3830 | 3845 | 3900 | 3915 | 3930 | 3945 | 4000 | 4015 | 4030 | 4045 | 4100 | 4115 | 4130 | 4145 | 4200 | 4215 | 4230 | 4245 | 4300 | 4315 | 4330 | 4345 | 4400 | 4415 | 4430 | 4445 | 4500 | 4515 | 4530 | 4545 | 4600 | 4615 | 4630 | 4645 | 4700 | 4715 | 4730 | 4745 | 4800 | 4815 | 4830 | 4845 |
Engage the Team

7 Ways

1. Identify specific element where creative ideas are needed
2. Have team work individually or in pairs
   - Generate at least seven different ways the step could be accomplished, or the experience improved, etc.
   - Practical isn’t needed, just variety of ways to do things differently
   - One idea per Post-it note
3. Give people 5 minutes
   - Time pressure helps them move more quickly past the typical solutions
4. Encourage more than 7 ways if possible (make it a fun competition to see who can come up with the most)
6. Have team members share ideas while posting them on wall
   - Group similar ones and look for themes
   - Take some of the seemingly impractical ideas and play with them as a group—these are the creative lot that break free of current mental valleys and could lead to innovation

Rapid Practice of The 7 Ways
7 Ways to Stack Watermelon

1. 
2. 
3. 
4. 
5. 
6. 
7. 

© 2014 Virginia Mason
Staff Engagement through VMPS

Where are we on our journey?
Laboratory – Communication

• 2011 Staff Satisfaction Results:

![Image of 2011 Staff Satisfaction Results]

- Overall Engagement Scores
  - October 2011: 7, 67.1, 100.1%
  - September 2010: 6, 71.7, 80.9%
  - October 2009: 3, 81.5, 96.4%

- Staff Satisfaction Results:
  - Leaders do a good job of communicating major developments: 7, 42.9, +9.6, 57.1%
  - Leaders really listen to employees: 7, 33.3, 0, 42.8%
  - My work group is asked for opinions before decisions are made: 7, 33.3, 0, 26.5%
  - My work group is kept informed of activities in other departments that affect our work: 7, 58.1, +4.6, 28.5%
  - I have sufficient information about what other organizations are doing to meet the challenges we face: 5, 44.6, 0, 50.2%

100% of the workgroup participated in the survey.
Your facility's overall Partnership Score is 74.5.
Your workgroup's overall Partnership Score is 73.6.
Compared to your last report, your overall Partnership Score has improved by 0.6.

© 2014 Virginia Mason

Laboratory - Communication

• 2013 Staff Satisfaction Results:

![Image of 2013 Staff Satisfaction Results]

- Overall Engagement Scores
  - October 2013: 8, 77.7, 86.7%
  - October 2012: 8, 74.3, 87.5%
  - October 2011: N/A

- Staff Satisfaction Results:
  - Leaders do a good job of communicating major developments: 8, 73.3, +4.2, 100.0%
  - Leaders really listen to employees: 8, 62.5, 0, 62.5%
  - My work group is asked for opinions before decisions are made: 8, 54.2, +4.2, 50.0%
  - My work group is kept informed of activities in other departments that affect our work: 8, 56.3, +9.6, 50.0%
  - I have sufficient information about what other organizations are doing to meet the challenges we face: 7, 86.7, +12.5, 57.1%

100% of the workgroup participated in the survey.
Your facility's overall Partnership Score is 73.6.
Your workgroup's overall Partnership Score is 73.1.
Compared to your last report, your overall Partnership Score has improved by 1.2.

© 2014 Virginia Mason
Laboratory Respect for People

Our Communication

<table>
<thead>
<tr>
<th>Standard Work</th>
<th>Bedside Discourse</th>
<th>Communication Error</th>
<th>Continuous Frustration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>When</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Not in the middle of something</td>
<td>Not at an amount level</td>
<td>Sometimes people use words that are confusing</td>
</tr>
<tr>
<td></td>
<td>Not at a mouth level</td>
<td></td>
<td>Sometimes people use words that are confusing</td>
</tr>
<tr>
<td><strong>Where</strong></td>
<td>Off the side of the patient</td>
<td>Standing next to the patient</td>
<td>Office could be behind</td>
</tr>
<tr>
<td></td>
<td>Quiet at the nurses</td>
<td>Office could be behind</td>
<td>Office could be behind</td>
</tr>
<tr>
<td><strong>Who</strong></td>
<td>Present to you</td>
<td>Present to you</td>
<td>Present to you or behind (Leadership)</td>
</tr>
<tr>
<td><strong>How</strong></td>
<td>Email to patient sometimes</td>
<td>Email to patient sometime</td>
<td>Feedback forms</td>
</tr>
<tr>
<td></td>
<td>Feedback format</td>
<td>Feedback format</td>
<td>Feedback forms</td>
</tr>
<tr>
<td></td>
<td>Mic Practice</td>
<td>Mic Practice</td>
<td>Feedback forms</td>
</tr>
<tr>
<td></td>
<td>Good communications</td>
<td>Good communications</td>
<td>Feedback forms</td>
</tr>
<tr>
<td></td>
<td>No judgment</td>
<td>No judgment</td>
<td>Feedback forms</td>
</tr>
<tr>
<td></td>
<td>Not clear for person</td>
<td>Not clear for person</td>
<td>Feedback forms</td>
</tr>
</tbody>
</table>

2013 Staff Satisfaction Results:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Score 1</th>
<th>Score 2</th>
<th>Score 3</th>
<th>Score 4</th>
<th>Score 5</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees in my work group are fully attentive to the needs of others.</td>
<td>15</td>
<td>76.0</td>
<td>A +16</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees in my work group regularly express their concerns and suggestions about their work</td>
<td>19</td>
<td>84.0</td>
<td>A +8.2</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Recognition

© 2014 Virginia Mason
Emergency Department Staff Engagement

Culture of Safety

- Mgr Considers Suggestions
- Procedures Prevent Errors

Staff Satisfaction

- My work allows me to be creative and innovative
- Leaders really listen to employees

Voluntary Turnover

VMPS leaders in ED
What We’re Observing

Energy & conversation level up at huddles

More visible evidence of staff idea work around the medical center

Staff involvement in workshops: more volunteers, fewer “prisoners”

Receptivity/helpfulness to other teams on improvement work

Connecting the Dots

Leader Standard Work (Knowing and running my business)

"Visual Controls - Daily Production" errors and defects becomes visible


VMPS – Education and Tools

Respect for People

PeopleLink

Connect the dots

Staff Satisfaction & Patient Satisfaction