Problem Solving

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Lean Summit 2019
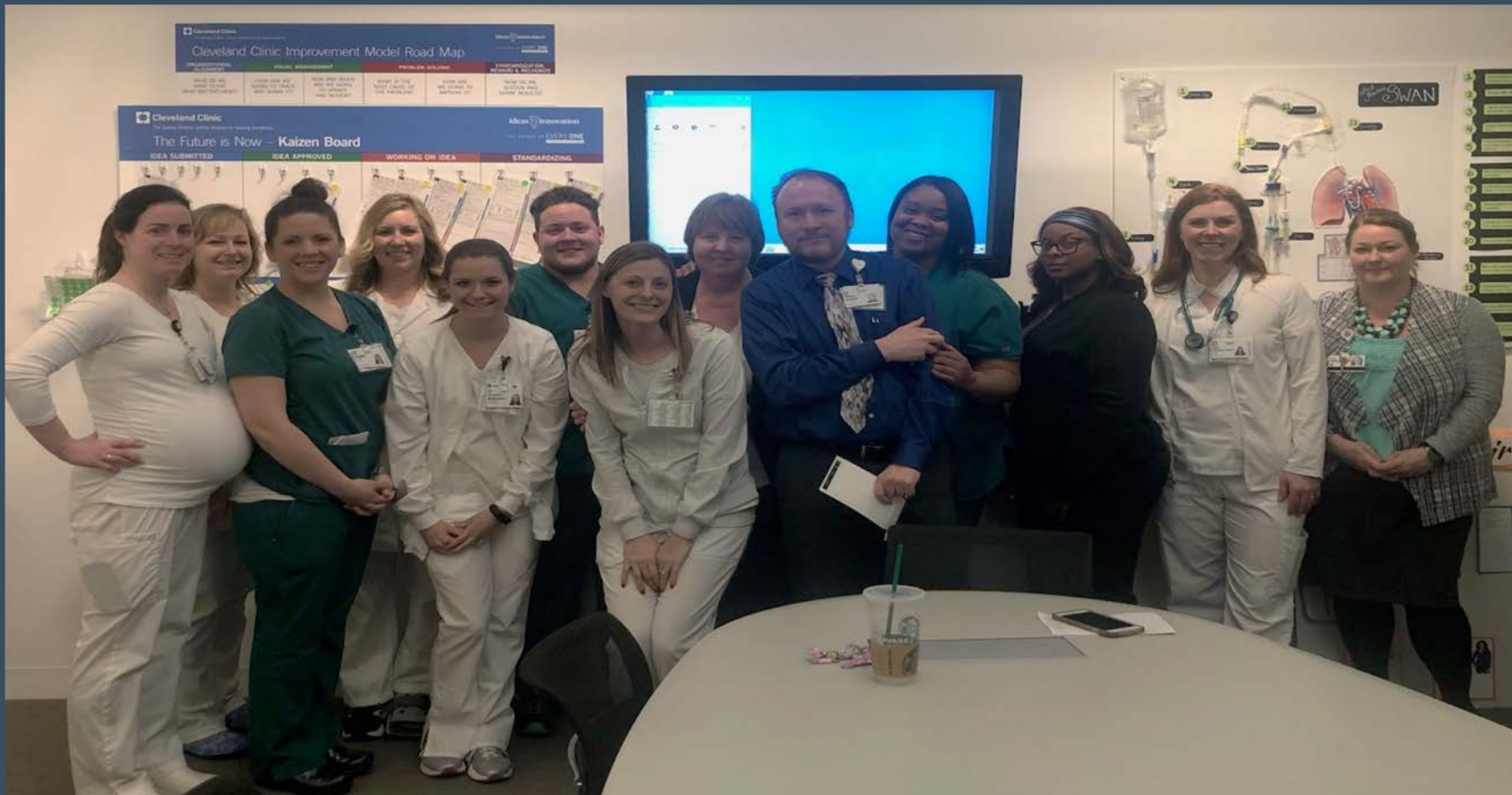
Coronary and Heart Failure ICU

- 24 beds patients with acute coronary conditions such as heart attacks, aneurysms, arrhythmias, and valvular disease

- 10 beds advanced heart failure. Patients worked up for transplant

ICU

- 200 employees
- Faced paced environment
- Patient care doesn't stop in order to improve
- Part of our routine work

Continuous Improvement Team

What Happens When Leaders Solve the Problems

When Leaders Solve the Problems

Positive

- Rapidly move forward
- Bigger picture
- Work through barriers more quickly

Negative

- Limited by
  - Leader Capacity
  - Leader Knowledge
- Countermeasures not owned by team

What Happens When Team Members Solve the Problems?

When Team Members Solve Problems

Positive

- More ideas!
- Ideas the leader doesn't see
- Ownership

Negative

- Away from the work
- Moves slower
- "Not as good of an idea"

How do we get the Positives of Both?

The Power of Polarities: Shoshana Boyd Gelfand

Cleveland Clinic

Cleveland Clinic Improvement Model (CCIM)

Harnessing the Power of Every One to Achieve Our Goals

ORGANIZATIONAL ALIGNMENT	VISUAL MANAGEMENT	PROBLEM SOLVING	STANDARDIZATION
Identify and communicate what matters most.	Manage what matters most.	Improve what matters most.	Sustain what matters most.

ORGANIZATIONAL ALIGNMENT

SENIOR LEADERS

> Set strategy, aligned with our enterprise goals.

> Share a common, clear and consistent vision of your area's purpose and future.

> Build alignment. Discuss what matters most with patients and caregivers.

MANAGERS

> Translate leadership's vision. Establish metrics and objectives for team's success.

> Align daily work to enterprise goals.

> Ensure alignment. Ask patients, senior leaders and team members what matters most.

ALL CAREGIVERS

> Connect your work to local and enterprise goals.

> Understand how your work impacts patients and others you work with.

> Identify your process measures that support Cleveland Clinic's goals.

TOOLS

> Leverage our enterprise mission and goals to guide your work.

> Use the **Strategic Agenda Management (SAM)** and performance management tools at the ONE HR Portal.

> Identify drive metrics.

VISUAL MANAGEMENT

SENIOR LEADERS

> Visit with patients and caregivers to see, hear and confirm what matters most.

> Reinforce what matters most and the desired behaviors that support our culture.

> Recognize positive outcomes and remove obstacles.

MANAGERS

> Post and review drive and watch metrics with your team.

> Foster team participation in the process.

> Ensure the process drives improvement.

ALL CAREGIVERS

> Huddle often.

> Track progress and post for all to see. Learn from the metrics and improve your work.

> Communicate as a team.

TOOLS

> A step-by-step video tutorial is available at **Visual Management Tutorial**.

> Create and maintain a world-class environment free of waste.

> Use the **tiered huddles** to identify, improve and share issues.

PROBLEM SOLVING

SENIOR LEADERS

> Help build team problem-solving skills. Provide time to improve work.

> Provide focus on the problems that matter most.

> Create a safe environment for caregivers to share information in support of high reliability processes.

MANAGERS

> Promote teamwork.

> Discuss problems and errors openly with empathy to enable learning. Share improvements..

> Ask questions that help the team discover root causes. Encourage experiments.

ALL CAREGIVERS

> Identify and discuss activities that don't add value or could go wrong.

> Use team problem-solving process to eliminate waste and drive improvement.

> Innovate through small and large changes.

TOOLS

> Follow the Plan-Do-Check-Adjust (PDCA) process.

> Use **Kaizen cards and boards** to share and prioritize problems.

> Solve problems using **Just Do It (JDI), Root Cause, or Complex (A3) approaches**.

STANDARDIZATION

SENIOR LEADERS

> Embed standard principles and desired behaviors in your area.

> Understand current standards prior to creating new standards.

> Make improvement part of the everyday work for everyone.

MANAGERS

> Confirm standard processes are maintained.

> Make standards visible. Recognize and address deviations right away.

> Learn from and adjust to deviations from standards when appropriate.

ALL CAREGIVERS

> Identify and document the current, one best way to do a job.

> Share, follow and improve standards through the PDCA process.

> Discover a new way? Adopt a new standard.

TOOLS

> Establish standard work. Follow regulations, standards and policies that apply.

> Use the online **5S tutorials**.

> Use the **5 Improvement Questions**: improve caregiver and patient experience.

Every caregiver capable, empowered and expected to make improvements, every day.

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Cleveland Clinic Improvement Model (CCIM)
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ORGANIZATIONAL ALIGNMENT Identify and communicate what matters most.	VISUAL MANAGEMENT Manage what matters most.	PROBLEM SOLVING Improve what matters most.	STANDARDIZATION Sustain what matters most.
SENIOR LEADERS > Set strategy, aligned with our enterprise goals. > Share a common, clear and consistent vision of your area's purpose and future. > Build alignment. Discuss what matters most with patients and caregivers.	**SENIOR LEADERS** > Visit with patients and caregivers to see, hear and confirm what matters most. > Reinforce what matters most and the desired behaviors that support our culture. > Recognize positive outcomes and remove obstacles.	**SENIOR LEADERS** > Help build team problem-solving skills. Provide time to improve work. > Provide focus on the problems that matter most. > Create a safe environment for caregivers to share information in support of high reliability processes.	**SENIOR LEADERS** > Embed standard principles and desired behaviors in your area. > Understand current standards prior to creating new standards. > Make improvement part of the everyday work for everyone.
MANAGERS > Translate leadership's vision. Establish metrics and objectives for team's success. > Align daily work to enterprise goals. > Ensure alignment. Ask patients, senior leaders and team members what matters most.	**MANAGERS** > Post and review drive and watch metrics with your team. > Foster team participation in the process. > Ensure the process drives improvement.	**MANAGERS** > Promote teamwork. > Discuss problems and errors openly with empathy to enable learning. Share improvements.. > Ask questions that help the team discover root causes. Encourage experiments.	**MANAGERS** > Confirm standard processes are maintained. > Make standards visible. Recognize and address deviations right away. > Learn from and adjust to deviations from standards when appropriate.
ALL CAREGIVERS > Connect your work to local and enterprise goals. > Understand how your work impacts patients and others you work with. > Identify your process measures that support Cleveland Clinic's goals.	**ALL CAREGIVERS** > Huddle often. > Track progress and post for all to see. Learn from the metrics and improve your work. > Communicate as a team.	**ALL CAREGIVERS** > Identify and discuss activities that don't add value or could go wrong. > Use team problem-solving process to eliminate waste and drive improvement. > Innovate through small and large changes.	**ALL CAREGIVERS** > Identify and document the current, one best way to do a job. > Share, follow and improve standards through the PDCA process. > Discover a new way? Adopt a new standard.
TOOLS > Leverage our enterprise mission and goals to guide your work. > Use the **Strategic Agenda Management (SAM)** and performance management tools at the ONE HR Portal. > Identify drive metrics.	**TOOLS** > A step-by-step video tutorial is available at **Visual Management Tutorial**. > Create and maintain a world-class environment free of waste. > Use the **tiered huddles** to identify, improve and share issues.	**TOOLS** > Follow the Plan-Do-Check-Adjust (PDCA) process. > Use **Kaizen cards and boards** to share and prioritize problems. > Solve problems using **Just Do It (JDI), Root Cause, or Complex (A3) approaches**.	**TOOLS** > Establish standard work. Follow regulations, standards and policies that apply. > Use the online **5S tutorial**. > Use the **5 Improvement Questions** improve caregiver and patient experience.

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MANAGERS

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ALL CAREGIVERS

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System Attributes

1. Easy to identify an opportunity

2. Method to work through an opportunity

3. Coaching built in

Easy to Identify an Opportunity

Date Submitted _____

Card Title _____

Card Author _____

Department _____

JDI
RC
A3

1. What is the problem you are trying to solve (current condition)? *How large is the problem? How often is it happening?*

2. What is the target condition (goal)?

← Solution not included (many possibilities)

Thank you for your idea. Check Kaizen board for updates.

STOP **Assigned Team** _____

Assigned Coach _____

← Pause until idea approved & coach assigned

Method to work Through idea

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The Future is Now – **Kaizen Board**

IDEA SUBMITTED	IDEA APPROVED	WORKING ON IDEA	STANDARDIZING

IDEAS TO HOLD

Kaizen Card Flow Standard Work

Document Owner: Manager

Number of Pages: 1

Established: December 2015

Revised: December 2018

Owner	Phase	Process Map

Card Author — **IDEA SUBMITTED**
- Take blank Kaizen card.
- Describe actual condition. (#1)
- Describe target condition. (#2)
- Stick on 'Idea Submitted' section of board.

Shared Governance / Leadership — **IDEA SUBMITTED**
- Next shared governance meeting, review idea.
- Determine level of problem solving using problem solving approaches standard (JDI/Root Cause/A3).
- Idea approved? — NO → Move idea to 'Ideas on Hold' section of board. → Communicate status of idea with card author. → Review again after period of time determined by Shared Governance group.
- YES

Shared Governance / Leadership — **IDEA APPROVED**
- Assign team and coach.
- Move idea to 'Ideas Approved' section of board.
- Communicate status of idea with card author, team, and coach.
- Move idea to 'Working On Idea' section of board.

Card Owner(s) — **WORKING ON IDEA**
- Identify top root cause(s) and brainstorm relevant countermeasures. (#3)
- List action items on back to keep track of progress as you identify and work through countermeasures.
- Has target condition been met?
- NO
- YES

Shared Governance / Leadership — **STANDARDIZING**
- Move card to 'Standardizing' section of board.

Card Owner(s) — **STANDARDIZING**
- Describe what was improved and by how much. (#4)
- Move completed card to Milestones & Recognition or 8 Wastes board with standard work of new process.

Coaching Built In

- Root Cause before Countermeasure(s)

- Multiple coaches (not just leader)

Pharmacy Video of Kaizen

- Keep this video. Add some J31 videos as part of debrief

Table Exercise

- Kaizen Board and Cards

- Mock Huddle

- Assign Roles

- Utilize the standard work

Debrief

How many teams found…

- The person that needed time to work on their card?

- The idea whose target state needed to be reframed?

- The person who owns a card isn't there – will someone follow up with them?

- Created a new card for the crash cart?

Reflection

- What's the value in having managers not solve all the problems?

- What are key components of the kaizen huddle?

Kaizen Card Examples

- Safety - Securing the visitor lounge
- Standardizing visitation process
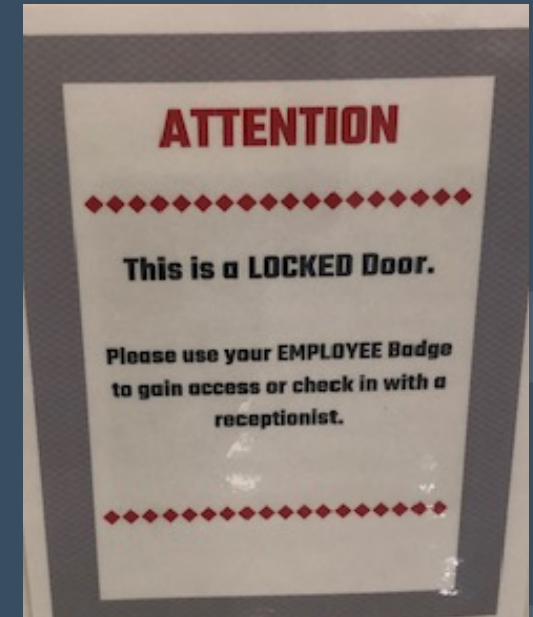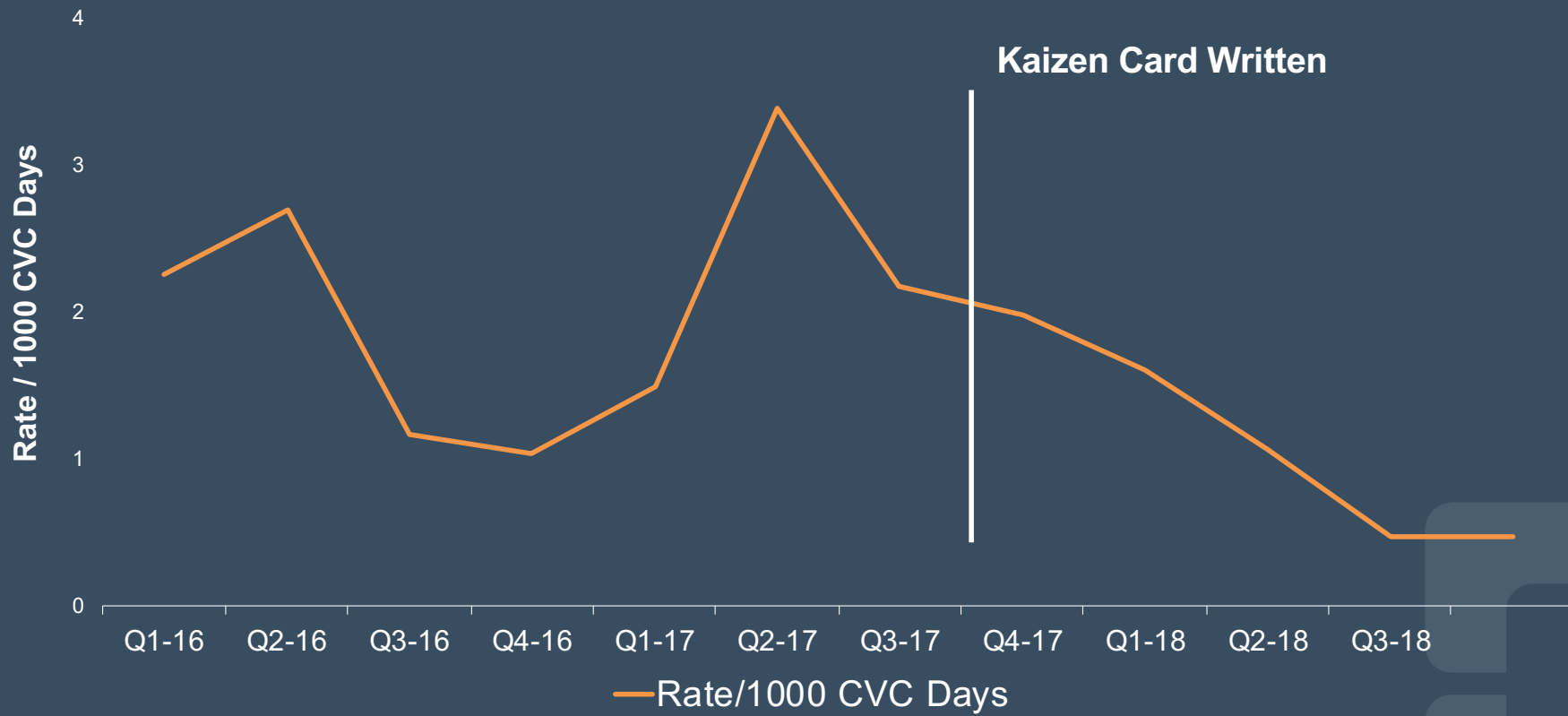
Kaizen Card Examples

- Supply Cart

- Standardized Stocking
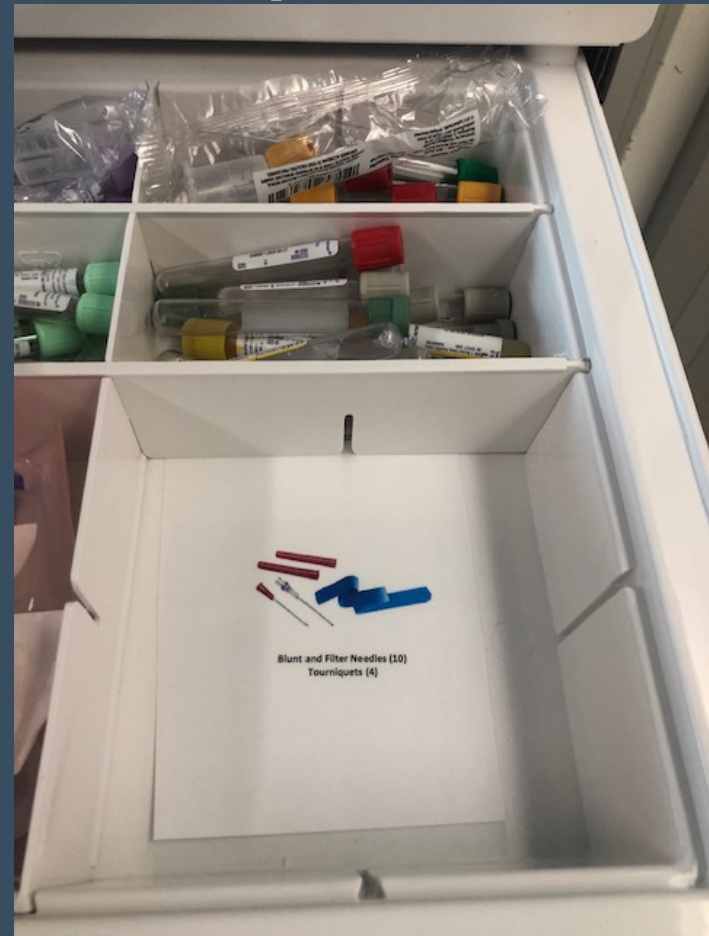
Kaizen Card Examples

- Fixed Breakroom refrigerator

- Process for cleaning

Key Learnings

- We don't do this perfect

- We laugh a lot!!

Questions?

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- @NateHurle

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