Lean Six Sigma (LSS) Introduction

Basic knowledge and expectations for continuous improvement

Module 1 "Overview"

Online or single module version
Approximate time to complete: 30 minutes

Updated May 2016

COURSE INFORMATION

Title: Lean Six Sigma (LSS) Introduction – Module 1: Overview

Target Audience: Sharp HealthCare affiliated physicians, pharmacists, and other healthcare providers interested in continuous process improvement

Educational Objectives: Following this activity, learners should be able to:

- List the learning opportunities for managing continuous improvement tools and methods
- Summarize the basic expectations for leaders and staff
- Differentiate between a White Belt, Yellow Belt, Green Belt and Black Belt
- Explain Sharp's strategy to facilitate continuous improvement

Principal Faculty: *Kathy Summers*
Director, Six Sigma Black Belt
Sharp HealthCare

Accreditation: Sharp HealthCare is accredited by the Accreditation Council for Continuing Medical Education to provide continuing medical education for physicians.

CME Credit: Sharp Healthcare designates this internet enduring activity for a maximum of **.5** *AMA PRA Category 1 Credits™* after successful completion of the module with a minimum passing score of **100%**. Physicians should only claim credit commensurate with the extent of their participation in the activity.

CA Nurse Credit: The California Board of Registered Nursing recognizes the use of Category I Continuing Medical Education credit toward credit contact hours. Report "ACCME Category 1 Credit" as the BRN Number. No BRN slip will be given.

Accreditation: Sharp Healthcare is accredited by the Accreditation Council for Pharmacy Education as a provider of continuing pharmacy education.

CPE Credit: Sharp HealthCare designates this live **knowledge** activity for a maximum of **.5** contact hours . Partial credit will not be awarded.
UAN: 0571-0000-016-018-H04-P or 0571-0000-016-018-H04-P

Cultural and Linguistic Competency: This activity is in compliance with California Assembly Bill 1195 which requires that all CME activities comprising a patient care element include curriculum addressing the topic of cultural and linguistic competency. The intent of this bill is to ensure that health care professionals are able to meet the cultural and linguistic concerns of diverse patient population through effective and appropriate professional development. Cultural and linguistic competency was incorporated into the planning of this activity.

Type of Activity: Internet Enduring Material with learning assessment and evaluation

Release Date: June 1, 2016   **Termination Date**: June 1, 2017

Requirements: Must pass learning assessment with 100% and complete evaluation to receive CME/CPE credit.   **Estimated completion time**: 30 minutes

Hardware/Software Requirements: OS that supports modern web browser; Browser: IE 11; Google Chrome version 4 or higher; Safari version 10.8 or higher

Contact Information: Sharp HealthCare CME at cme@sharp.com

Tuition: None   **Commercial Support:** None

DISCLOSURE

DISCLOSURE: As an organization accredited by the ACCME, Sharp HealthCare requires everyone who is in a position to control the content of an education activity to disclose all relevant financial relationships with any commercial interest. The ACCME defines "relevant financial relationships" as financial relationships in any amount, occurring within the past 12 months, including financial relationships of a spouse or life partner, that could create a conflict of interest. Any individual who refuses to disclose relevant financial relationships will be disqualified from being a planning committee member, a teacher, or an author of CME, and cannot have control of, or responsibility for, the development, management, presentation or evaluation of the CME activity.

Sharp HealthCare, encourages faculty to identify investigational products or off-label uses of products regulated by the US Food and Drug Administration, at first mention and where appropriate in the content.

Kathy Summers and the members of the planning committee have no relevant financial relationships to disclose.

ASSEMBLY BILL 1195: As an accredited provider, Sharp HealthCare is required to comply with California Assembly Bill 1195, which states that all CME activities must address cultural or linguistic competency. At a minimum, cultural competency is recommended to include:

 - Applying linguistic skills to communicate effectively with the target population.
 - Utilizing cultural information to establish therapeutic relationships.
 - Eliciting and incorporating pertinent cultural data in diagnosis and treatment.
 - Understanding and applying cultural and ethnic data to the process of clinical care.

Interested in receiving Continuing Education Credits?

Nurses and Pharmacists – Use Learning Center

CME Portal is for Physicians **ONLY**

Nurses will be awarded credits via the Learning Center.

Pharmacist credit will be addressed by the CME Department.

Physicians– Use CME Portal

1. Complete the Test/Quiz
2. Complete the Course Evaluation
3. CME Portal will generate a certificate for you – save for your records
4. CME credits will also be noted on your transcript

QUESTIONS?
Contact Heather Clemons, CME Department
(858) 499-3518
heather.clemons@sharp.com

Leading Performance Excellence
Lean Six Sigma basics for every leader

White Belt

#1 Introduction

LSS awareness, roles and responsibilities

#2 LEAN Basics

How we eliminate waste in our work

#3 A3 Daily Problem Solving

Reporting tool for resolving daily issues / defects

#4 Team and Meeting Facilitation

How we collaborate and engage talent

Yellow Belt

#5 Change Management

Assuring acceptance and accountability

#6 Project Management

Managing time and resources for continuous improvement

#7,8,9 DMAIC

'Six Sigma' How we reduce variation and Defects

#10 LEAN Thinking and Intermediate A3 Skills

How we eliminate waste and create flow

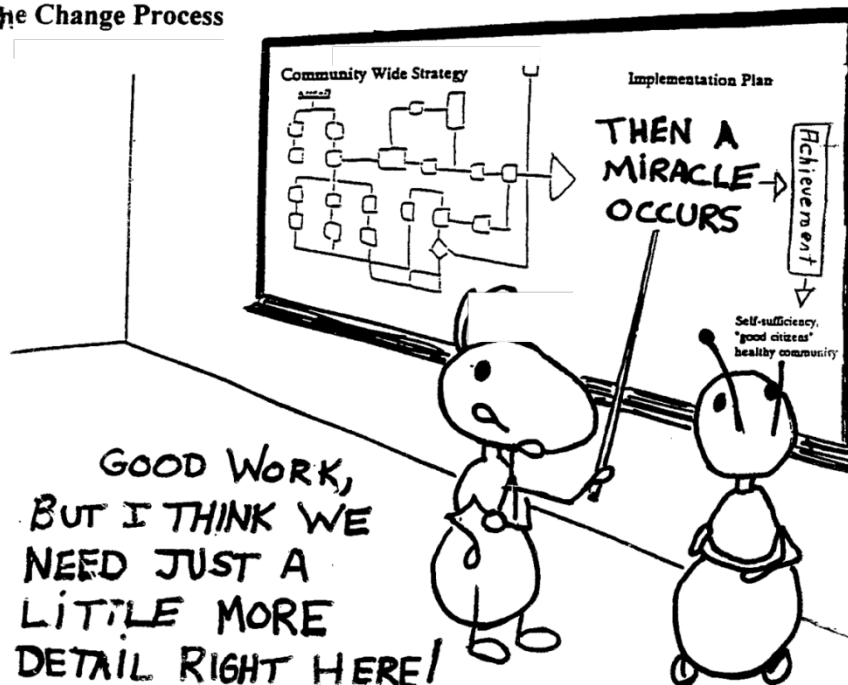**Yellow Belt Workshop**

Hands on use of the tools and concepts

Leaders lead Improvements

Reflection:

Unknown

It takes people like you to help others "mind the gap" between the status quo and improvement

Course Objectives

At the conclusion of this module, participants should be able to:

List the learning opportunities for managing continuous improvement tools and methods

Summarize the basic expectations for leaders and staff

Differentiate between a White Belt, Yellow Belt, Green Belt and Black Belt

Explain Sharp's strategy to facilitate continuous improvement

Committed Leadership at the Top

Mike Murphy, President and CEO

"Change is inevitable and failed change efforts cost millions of dollars annually and I believe Six Sigma, Lean and CAP will help the organization be more responsive to change."

Leading Performance Excellence

Everyone can help lead improvement!

The Lean Six Sigma learning modules will help you lead improvement in your workplace.

Look for opportunities to use and practice these skills. Your team, customers (patients) and Sharp will appreciate your contributions toward being the best place to work, receive care and practice medicine.

Upon completion of modules 1 through 4, you will achieve the status of White Belt. After completing all 10 modules, workshop and competencies, you can receive certification as Yellow Belt.

Why is it important to you to help lead improvement at SHARP?

To become a High Reliability Organization, you cannot solely rely on leaders as the go to people for process improvement.

With a common set of tools to use, we can speak the same language and support each other's efforts.

Each of the 10 modules and supporting tool kits will provide a foundation to help you become an active participant on our journey to be the best healthcare system in the universe.

What is a Belt?

Lean Six Sigma is our chosen methodology for structuring performance improvement. Thanks to the engineers at Motorola, the expertise hierarchy for Lean Six Sigma is named after karate levels of achievement.

White Belt: Ability to support, promote and appreciate the LSS methodology, contribute to meeting effectiveness and problem solving.

Yellow Belt: Ability to conduct basic local process improvement, project management and change management.

For all Leaders and positions involved with process improvement work.

Green Belts: 10 days of training in advanced Lean Six Sigma skillset, complete a project, certification and can engage in part-time projects.

For positions focused on process improvement work.

Black Belts: Lean Six Sigma experts who lead improvement teams, work projects across the business and mentor Green Belts.

At SHARP…

Lean
Six Sigma

You are always looking for ways to enhance the patient experience!

Leaders at SHARP: Continuous improvement of all processes under your leadership is part of your responsibility.

No process is perfect and needs to be continuously improved to meet the needs of healthcare's dynamic environment.

It will take everyone working together to make SHARP the best in the Universe!

Are you up for the challenge to be a part of the solution?
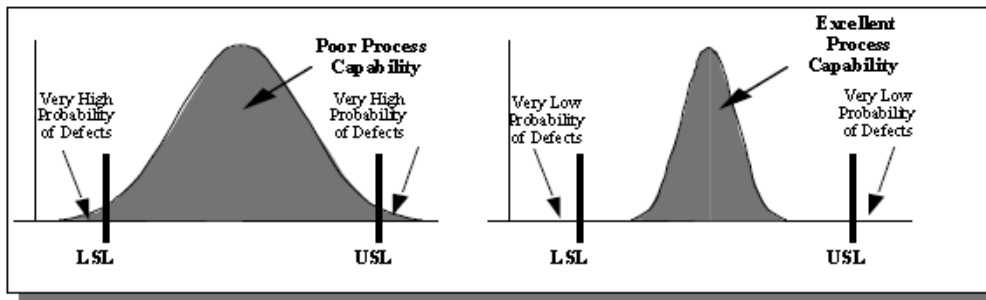
What is Six Sigma?

Six Sigma is a statistical measure describing a process reaching near perfection:

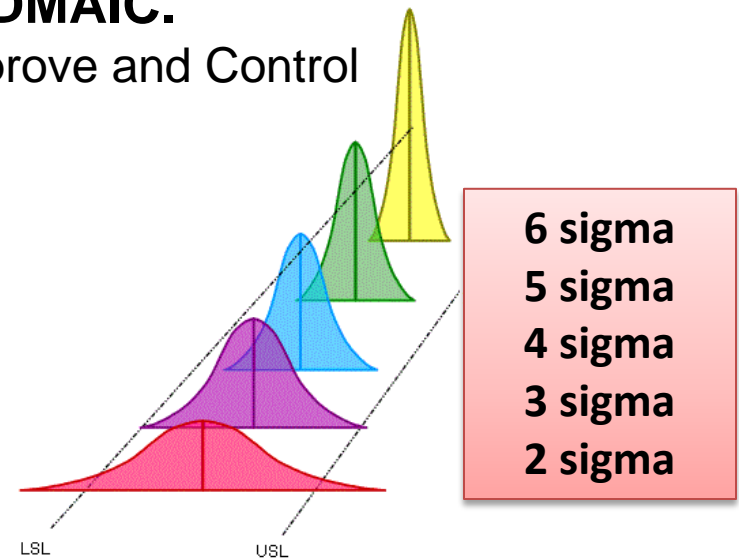<u>Quantitatively</u>: 6σ means a process generates 3.4 defects per million opportunities.

<u>Culturally</u>: Learning how to be nearly flawless in executing our key processes.

Six Sigma Process improvement is done using a framework called DMAIC.
Define, Measure, Analyze, Improve and Control

Reduced variation = less chance of a defect

6 sigma
5 sigma
4 sigma
3 sigma
2 sigma

What is DMAIC?

Six Sigma follows the DMAIC methodology:

- A process improvement methodology that focuses on <u>increasing quality and reducing defects</u> in any process.

- DMAIC is a five-step systematic approach that allows you to effectively <u>manage process improvement</u> projects.

- Moreover, DMAIC is an analytical approach based on making data-driven decisions. This helps the business ensure accurate baselines, to quantify improvements and find answers to complex problems.
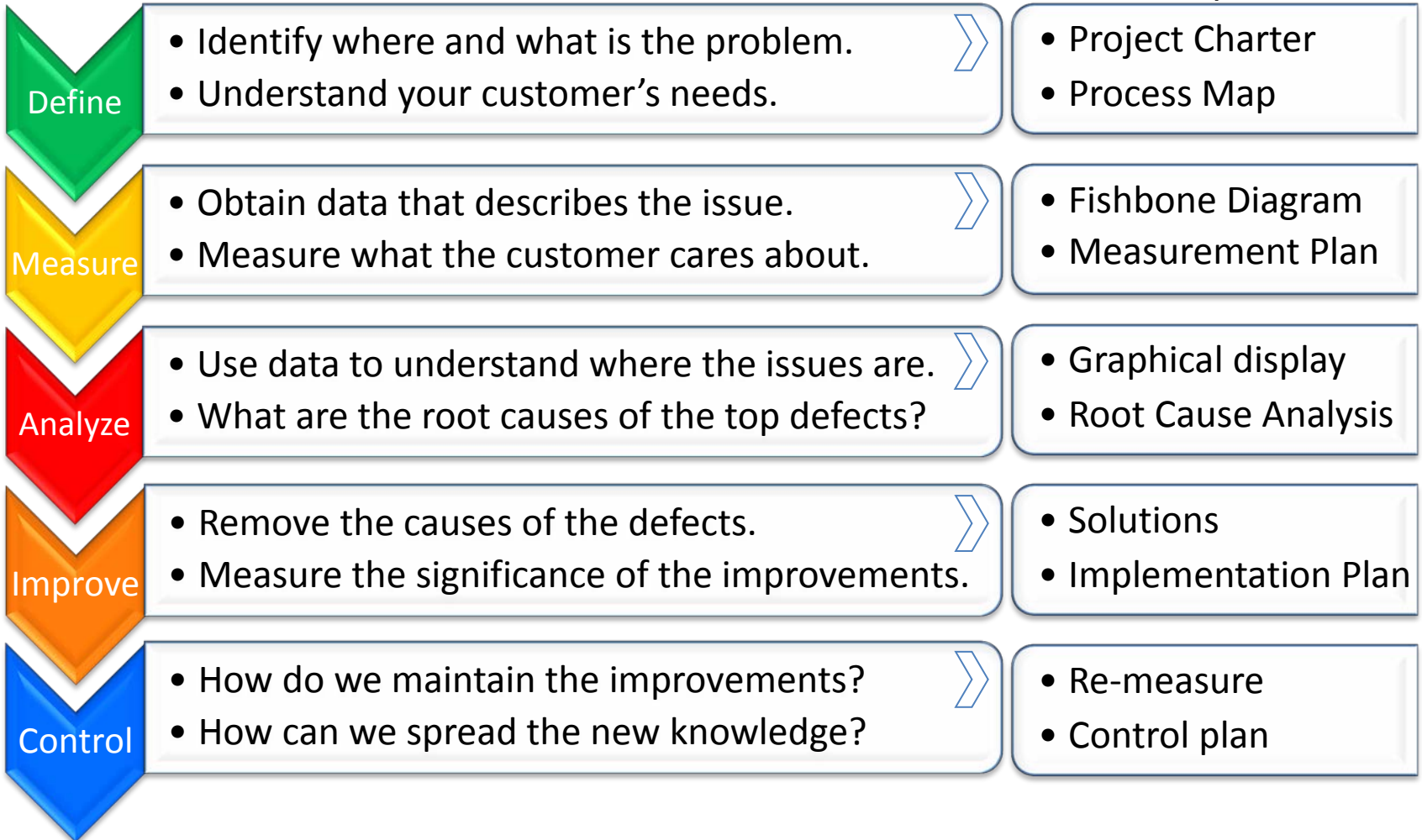
The Six Sigma Methodology came from Motorola. Learn more at www.ISIXSIGMA.com

DMAIC is a framework for systematically working through an improvement project.

Output

Define
- Identify where and what is the problem.
- Understand your customer's needs.

- Project Charter
- Process Map

Measure
- Obtain data that describes the issue.
- Measure what the customer cares about.

- Fishbone Diagram
- Measurement Plan

Analyze
- Use data to understand where the issues are.
- What are the root causes of the top defects?

- Graphical display
- Root Cause Analysis

Improve
- Remove the causes of the defects.
- Measure the significance of the improvements.

- Solutions
- Implementation Plan

Control
- How do we maintain the improvements?
- How can we spread the new knowledge?

- Re-measure
- Control plan

SHARP®

What is LEAN?

It is a way for Leaders to manage continuous improvement by:

- Eliminating wastes in a process every day

- Creating unrestricted flow of patients, materials or information
(Healthcare version of LEAN)

- Organizing that manages entire flow of a Patient.
(called 'value stream')

- Managing 'Standard Work'

  (Document the way we want the work to be done)

- Engaging all levels of the organization to be an army of
problem solvers.

The LEAN Philosophy came from TOYOTA. Learn more at www.LEAN.org

What is Lean Leadership?

To better understand the future of Lean Leadership at Sharp, Leaders have formed book clubs to review, " The Toyota Way to Lean Leadership"

Four stages of Leadership Development:

1. Self-development

Natural leaders "see" possibilities for improvement in self and others.

Go to the Gemba (where the work is) to deeply understand the actual situation.

2. Developing and Coaching Others

Take responsibility for helping people advance through the self-development learning cycle.

Learn how to create situations for growing and how to minimally intervene at teaching moments.

3. Supporting Daily Kaizen (Daily Improvements)

Coach others to assume responsibility for closing gaps.

Leadership presence in the Gemba to identify gaps with True North (Strategy and Goals) and with your visual management indicators.

4. Creating a Vision and Aligned Goals

Initiate and sustain continuous improvement through visual management of goals; focus on problem solving and developing people.

Excellent book to further your understanding
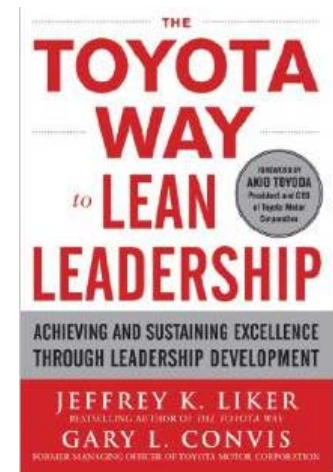
What is Standard Work ?

Every position, work flow and critical process should have a written description of the work that should be done, how to do it and what success will look like.

Examples:

- <u>Emergency Department Tech</u> may have a list of prioritized responsibilities that describes their role in efficient patient flow.

- <u>Providers</u> standard work might describe a specified workflow in coordination with the staff to provide the best patient experience.

- <u>Nurses</u> may have standard work that includes when to huddle with their team and the expected information to share.

- <u>Front Desk</u> may have a check list of to do items for different situations they may encounter regularly or for anomalies.

Why have Standard Work?

Think about this Premise

*As long as work is done
in a chaotic system where random decision
making prevails, system learning and
improvement cannot occur.*

How can you be effective if everyone does things differently?

How can you make improvements if it depends on who is doing it?

What is Change Management?

A quality solution may not achieve effective results because it might have been met with resistance

Hence the formula:

Quality   X   Acceptance   X   Accountability   =   Effective

of the solution   of the solution   for the change   Results

Given any one factor = zero, then the product will equal zero!

The 'Change Acceleration Process' (CAP) model provides the frame work and tools to evaluate and manage readiness for change.

The CAP learning module 5 describes the tools and methods that will help you and your team be more successful managing change.

What is Effective Team and Meeting Facilitation?

Interested in being a part of a team where everyone is participating and making good progress?

Sharp has a set of tools for leaders and facilitators that will help make teams/meetings more effective.

Our Team and Meeting facilitation module 4 will get you started with the tools you will need to exercise the most out of our participants, leaving them with a sense of accomplishment and being heard.

For more information see 'Maximizing Meetings Toolkit' - <u>click here</u>.

What is Project Management ?

Project work does not magically get done on its own.

It takes communication and planning for a team to know how, who and when the work will get done.

Our Project Management module 6 will provide you with the basic tools you will need to keep the team and stakeholders on the same page, informed and organized.

This module will also show you how to create a project or team charter for tracking and purposing new work.

Where do projects come from?

Answer: **From YOU!**

- You hear the Voice of your Customer:
  – Listening to patient complaints and needs directly
  – Recording defects and creating a Pareto chart
- From your Leadership:
  – System, Entity or Department measures
  – Regulatory initiatives
  – Rounding
- From identifying issues in your work area
  – Observation
  – Department huddles

Project Team Structure

Project Sponsor

    White Belt required

Process Owner

    White Belt Required

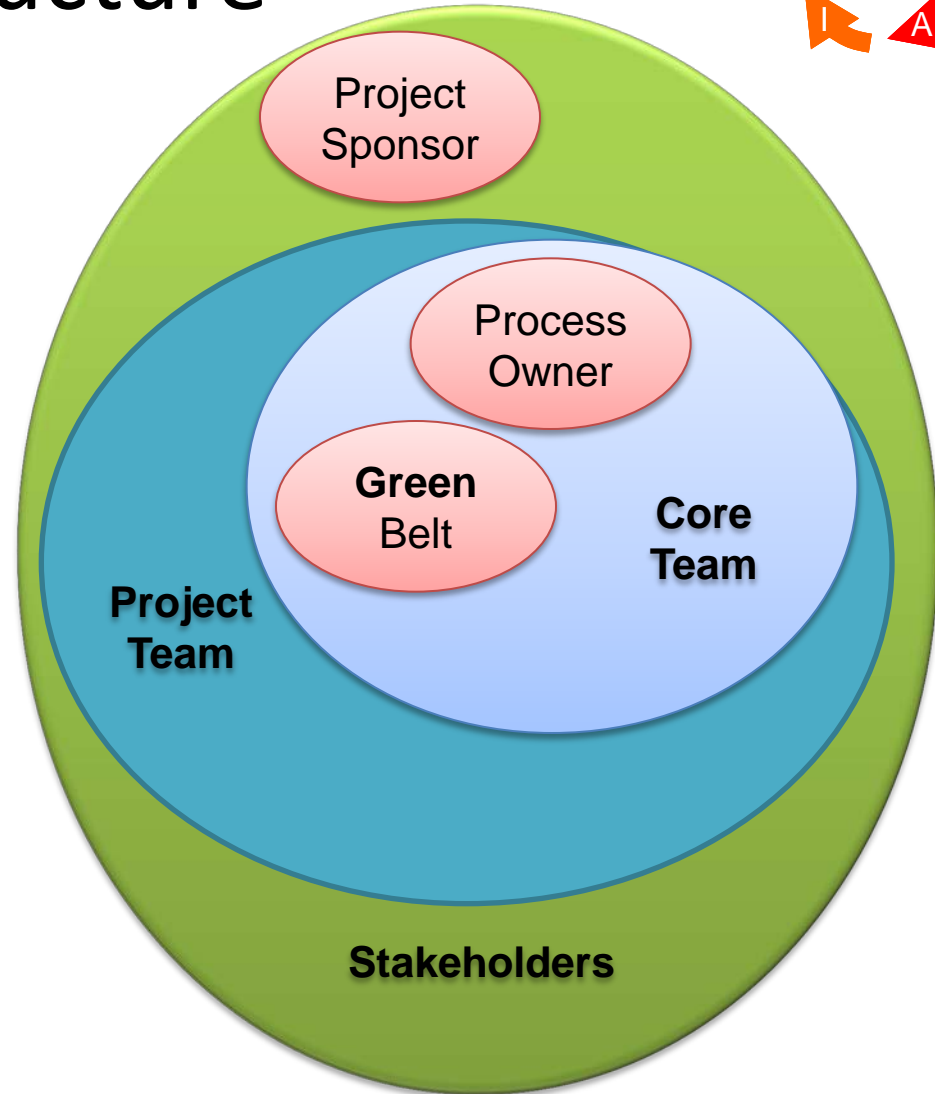Green Belt (optional)

    or Yellow Belt

Core Team (optional)

    Yellow belts a plus

Project Team

    White Belt

Stakeholders

Leader Roles:

Sponsor As the sponsor of a project you are providing support for a successful project. This may include:

- Support for the use of resources and availability

- Assuring alignment with Sharp goals

- Addressing barriers that challenge the project

- Holding the Process Owner accountable for the improvement strategy and sustainability.

- Helping to resolve conflicts when working across silos.

Leare Roles:

Process Owner As the Process Owner of a project you are the leader that "owns the process" and the outcome of the project. This may include:

- Taking on <u>ownership</u> for the process being changed

- Owning/being in charge of implementation of the improvement plan

- Providing resources and budget for a successful effort

- Signing off and owning the Control Plan

- Recognizing and celebrating successes

Leader Roles:

Project Team The team members are leaders too, and are the ambassadors to the disciplines they are there to represent.

This is why:

- The project team members should be from multiple disciplines and include both clinical and business representatives.

- It should be clear that the team members are representatives of the larger stakeholder group and are willing to:

  - Take on action items developed by the team.

  - Act as a liaison between the project team and functional areas!

  - Send representative if not able to attend meetings.
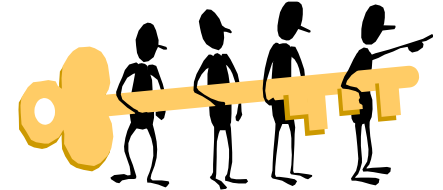
Embrace change

In addition to the LSS tool box enabling leaders to guide our processes at SHARP to be the best in the Universe, a leader of change also needs to be competent in and promote:

Team STEPPS:

Leverage team awareness and engagement.

Behavior Standards:

Design processes to support expected behaviors.

Just Culture:

Proactively manage risk.

High Reliability Organization:

Zero defects and zero harm

Put together we will set ourselves on a trajectory to be the best in the Universe!

TeamSTEPPS for High Performing Teams

Opportunities to leverage team awareness and engagement

TeamSTEPPS is an evidence-based training program developed by the Department of Defense (DoD) and the Agency for Healthcare Research and Quality (AHRQ).

It is based on Crew Resource Management, which has been used in many high risk workplaces to improve safety and organizational effectiveness.

TeamSTEPPS provides staff and leaders with tools and strategies that can be immediately utilized to enhance team performance and improve patient outcomes.

Send your questions to:
email: team.stepps@sharp.com.
For more information- click here.
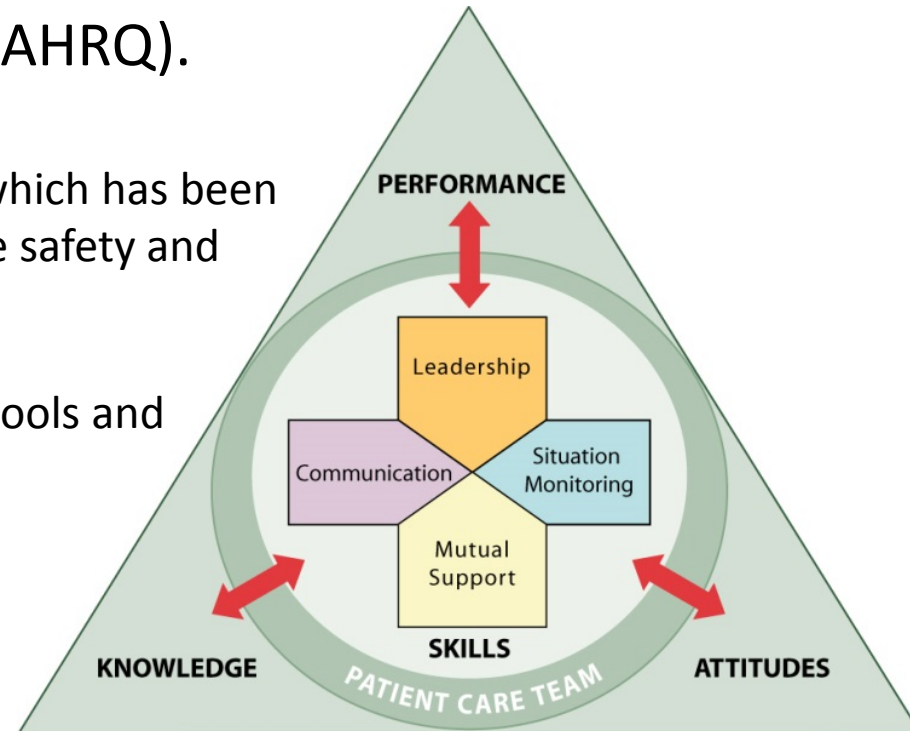
Elements of a Just Culture

A Just Culture is about more than just responding after an event has occurred. More importantly it is about building a solid foundation so we can proactively prevent an event.

Part of a Just Culture is to design our processes to make it easier to do what is required, instead of shortcuts and at-risk behavior.

Leaders are responsible for designing processes to support safe behavior and staff are responsible to communicate barriers to doing their work.

For Information regarding attending classes
Send your questions to:
email: **Patty.Atkins@sharp.com**.
For more information- **click here**.

Just Culture Algorithm

Event Investigation

Transparency and Learning

Managing Behavioral Choices (Self and Others)

Process Design & Management

Values & Expectations
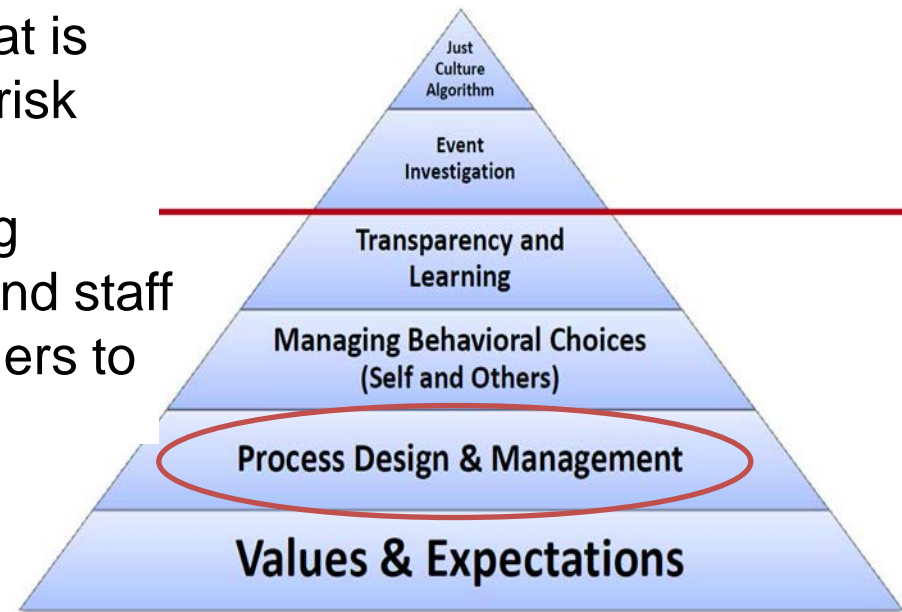
What is a HRO?

Sharp is committed to becoming **High Reliability Organization** (HRO).

"HROs are organizations with systems in place that are exceptionally consistent in:

- accomplishing their goals
- avoiding catastrophic errors"

Agency for Healthcare Research Quality

Process improvement is a vital part of this journey!

5 Principles of a High Reliability Organization

1. **Sensitivity to operations**
   - Mindful of the complexity of the systems in which they work
   - Allow errors to be quickly identified and corrected before they have a chance to reach a patient

2. **Reluctance to simplify**
   - Refuse to simplify or ignore the explanations for the complex difficulties and problems they face

3. **Preoccupation with failure**
   - Focus on predicting and eliminating failures rather than reacting to them

4. **Deference to expertise**
   - Expertise over hierarchy
   - Require staff at every level to be comfortable sharing information and their concerns with others — and to be commended when they do so

5. **Resilience**
   - Develop systems of care that catch errors before they can reach patients

Next Steps:

- Complete the Module 1 quiz.
- Review with your leader your plan to complete the next 3 modules for White Belt certification.
  - Total of four 30 minute modules with quizzes
  - Three homework assignments.

Interested in becoming a Yellow Belt?

- Complete all 10 online modules and quizzes.
- Supervisor/ Leader sign off of homework worksheet
  See Link HERE
- Attend "Yellow Belt Workshop"
  - Online modules and completed homework are a prerequisite.
  - Sign up at SHARP.COM and search for 'Yellow Belt'.
  - All day workshops scheduled throughout Sharp. You may attend at any location.

Training and Resource Details:

- Module access instructions
- Yellow Belt Workshop access instructions
- Green Belt Program description
- Lean Six Sigma Round Table
- Training Schedule

CLICK HERE To access training information on SharpNET

White Belt Online

Yellow Belt Online

Yellow Belt Workshop

Green Belt Program

Black Belt

Everyone at Sharp

All Leaders and above, or anyone working projects

Part Time Improvement Work, Facilitating Yellow Belt Workshops, A3, 5S and Work-Outs

Full Time Improvement Work, Coaching and Teaching

Share and Learn Round Table Meetings Scheduled at Entities and System level