QUALITY STARTS HERE
Changing the Way We Work
Today’s Topics

• The Challenge
• What is Continuous Improvement?
• Spotting Improvement Opportunities
• The Plan, Do, Check, Act Model
• Applying the Concepts
  o The Team Approach
  o The Concept of 80-20
  o Load Leveling
  o Visual Management
• The Results
• Next Steps
The Challenge

**Time off:**
- 20 vacation days per employee (On average)
- 9 illness days
- 2 personal days
- 2 floater days
- 9 summer Fridays
- 12 statutory days

**Total Time off Per Employee: 54 Days!!!**
The Larger Problem

Number of Employees:
• 80

Total Number of Days Off:
• $54 \times 80 = 4,320$
The Challenge Continues

Further Complications:

- Lack of standard work practices.
- No base quality.
- Batched work.
- Schedules had to be reworked on a daily basis.
- Extremely difficult to find replacement staff at a moment’s notice when multiple people were off unexpectedly.
There Has To Be Another Way?!  

Poll Question  
Does your institutions have a fully supported Continuous Improvement program (Lean, Six Sigma, or other variation)?

• Yes  
• No  
• I’m not sure
What is Continuous Improvement?

“Continuous improvement is an ongoing effort to improve products, services or processes. These efforts can seek ‘incremental’ improvement over time or ‘breakthrough’ improvement all at once.”

“Put simply, it means ‘getting better all the time’.”

http://asq.org/learn-about-quality/continuous-improvement/overview/overview.html

About Continuous Improvement

Continuous Improvement is a philosophy built on **respect for people:**

- Clients determine what is valuable
- Employees solve problems
- Problems don’t have names!

**Continuous Improvement IS NOT a suitable strategy for eliminating jobs.**
Continuous Improvement

- Common Sense
- Lean
- Six Sigma
- Other
- Total Quality Management
- Toyota Production System
- Business Process Reengineering
Spotting Potential Improvements

- Complaints
- Misunderstandings
- Mistakes
- Miscommunications
- Confusion
- Frustration
- Disengagement
Spotting Potential Improvements

1. Defects: Mistakes, failures lead to rework
2. Overproduction: Working beyond the immediate need
3. Waiting: Delays of any kind
4. Non-Utilized Talent: Loss of creativity, failure to capitalize on capabilities or failure to train adequately. Lack of decision making ability.
5. Transport: Moving people, or materials
6. Inventory: Holding supplies of any kind, including people!
7. Movement: Excessive steps; searching
8. Extra-processing: Overworking, repetitive, redundant
Plan, Do, Check, Act

- **Plan:** Define problem, goal, *root cause*, and collect relevant data.

- **Do:** Develop and implement a solution; determine *measures* to gauge effectiveness.

- **Check:** Conduct before-and-after data comparison. *Evaluate results.*

- **Act:** Document results, *document* process changes, make recommendations for the next PDCA cycle.
Root Cause Analysis

- Ensures you are fixing the underlying problem and not a symptom
- Can be done once the problem statement is agreed upon
- Use simple tactics for great discussions:
  - "5 Why" method: Ask "Why" 3-5 times to get to the heart of the matter
  - Reverse 5W+2H = Who wasn’t affected, What wasn’t a problem, Where wasn’t it a problem, Why wasn’t it a problem... etc...
Plan, Do, Check, Act + Continuous Improvement

Standards

Continuous Improvement

Consolidate Learning/ stability

Time

Quality
Objectives and Benefits

- Teamwork/Communication
- Problem Solving
- Eliminate Waste
- Value Added Activity
- Trust and Engagement
- Liberate Time

Client Value

Quality

Time

Tools and Cooperation
Standardization = Stabilization

Procedures

Quality/Metrics

Skills and Training

Policies/Governance

- Maintain learning
- Combat process-erosion
- Contribute to operational stability
- Enable change agility

- Reduce turnover costs
- Maintain quality
- Free up time
- Eliminate “current state” analysis
Alternative to Standards

- Quality
- Procedure
- Problem Solving
- Workload
- Controls
- Policy Enforcement

Staff
Applying the Concepts

• Breakdown large group of staff into teams, 5 staff and 1 Team Leader.

• Establish a system where one team member can be off and it doesn’t affect the work of the others.

• Level the work from Monday to Friday by introducing new work standards.

• Replace traditional schedules with new Visual Management Systems.
The Team Approach
The Concept of 80-20
Load Leveling

• Begin by creating new standard operating procedures or practices. This allows one to predict the amount of time tasks take.
  
  o When creating standards, focus on the critical steps in the process, and try and make instructions as visual as possible.
  
  o Adding pictures, videos, and verbal instructions can enhance even the best written standard operating procedures.

• From there, you can break down the weekly work into daily work.

• The key element is standard work!
CHANGING MOUSE CAGES

1. Wear gloves, sleeves, gown, mask, bonnet.
2. Separate the work station in clean and dirty zones.
3. Open the cage without touching the inside.
4. Spray gloves and sleeves.
5. Transfer the nest.
6. Examine each animal.
7. Add food if necessary.
8. Change water bottle.
9. Transfer the nest.
10. Stack dirty cages and add lid.

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Visual Management

• Let the staff determine their own schedule.
• Visual task boards allow clients to see the progress of work.
• In the event a staff member wishes to help another, they can add additional workloads to their own without the need for approval.
• The visual system emphasizes teamwork.
Visual Management
The Results

Poll Question
What percentage of time in a week was being spent on activities that didn’t bring value to our clients?

• <20%
• 20 to 50%
• >50%
Value and Time

- Waste: 55% (2.75 Days)
- NVA: 40% (2 Days)
- VA: 5% (0.25 Day)
The Results

• Over $280,000 (16,380 hours) in time was saved by utilizing these very simple tools and concepts.

• The boards cost the department only $800.

• New value-added activities were able to be introduced as a result of saving all of this time.

• The painstaking task of finding replacement staff on a moment’s notice was no longer necessary as the existing staff were able to meet the needs of the department on a daily basis.

• New ways of saving time and money are being established each and every day as a result of changing the culture to one that continuously challenges the status quo.
Any Questions?
Discussion Questions

• What do you think of the 8 wastes, and do you have any examples in your area?
• Can you see how any of these tools could be applied to your area?
Next Steps (Recommended)

1) Establish Visual Standards/Visual Management Systems
   • Allows people to easily see the way work is supposed to be completed
   • Staff can schedule their own work, and clients can see where work is in progress.

2) With your colleagues, use the Plan, Do, Check, Act cycle to improve

3) Remember to document and communicate the improvement

4) Celebrate those who spot problems and the teams that improve them

5) Repeat often and never stop improving!
Thank You

- Don’t be shy to reach out and connect. We’re all in this together!

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