

# Step 1: Initiate

## Continuous Improvement

*Simple steps toward better business...*



- Understand approach
- Start Up
- Develop Scope / Profile
- Form Team
- Manage Effort

- Assess Value from the Customer's Perspective
- Map Process (Current State)
- Go see the work to deeply understand

- Identify Problems and Root Causes
- Identify Improvements
- Prioritize
- Design Future State

- Create Action Plan
- Plan, Do, Check, Adjust (PDCA)
- Manage Change

- Document Achievements
- Recognize Accomplishments
- Publicize Outcomes
- Continuously Improve

# Step 1: Initiate



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# UNDERSTAND APPROACH

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# What is UCSF's continuous improvement approach?

- UCSF **continuous improvement** (CI) follows a five-step model that empowers groups to define, assess, and improve business processes
- Using the toolkit provided on UCSF's improvement website ([improve.ucsf.edu](http://improve.ucsf.edu)), teams can work autonomously to improve specific administrative processes
  - **Improve.ucsf.edu** hosts training materials and sample templates
  - Links to our **Chatter** group -- a way for staff participating in diverse improvement efforts to collaborate with one another
  - Use **UCSF Box** to share documents with collaborators on the project team

# Key activities of an improvement project

Step	Key Activity
Initiate	<input type="checkbox"/> Use criteria to select a process / area to improve
	<input type="checkbox"/> Project lead initiates and manages the project
	<input type="checkbox"/> Identify process owner, customers, process participants
	<input type="checkbox"/> Form a project team to learn CI and conduct the improvement work
	<input type="checkbox"/> Develop a project improvement profile and project schedule
Explore	<input type="checkbox"/> Assess value from the customer's perspective
	<input type="checkbox"/> Understand, map, and measure the current state
	<input type="checkbox"/> Identify problems / issues
Improve	<input type="checkbox"/> Determine root causes of issues and identify improvements
	<input type="checkbox"/> Prioritize and decide on which changes to pursue
	<input type="checkbox"/> Design future state
Implement	<input type="checkbox"/> Create implementation plan and schedule
	<input type="checkbox"/> Implement the changes
	<input type="checkbox"/> Manage the changes
	<input type="checkbox"/> Check and adjust the new process

# Tips for success!

- Remember that continuous improvement increases value, reduces waste, and respects people
- Set appropriate scope (starting small is good!)
- Commit enough resources
  - Schedule adequate time
  - Free up participant time to focus on the work
- Display visible buy-in from leadership
- Establish ground rules for the team
- Use a facilitator to guide the project meetings and document action items between sessions
- Maintain momentum
- Implement changes
- Manage via 'check and adjust'



# START UP

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# Starting your project

A Lean organization is one where everyone is looking for improvements every day, where strategy connects to management via daily improvements. For those just starting, below are some tips on choosing your first few target areas. Don't forget to continue your education about the essential principles of continuous improvement and the importance of management and culture to sustain it over the long term.

## How do I identify an area that needs improvement?

Consider...

- Processes critical to my customer
- Things that take too long, are not done correctly, or that simply bother you
- Problems that may have been identified via:
  - Organizational assessments
  - Staff engagement surveys
  - Customer complaints



# Early project selection criteria

## How do I select a target area for my improvement project?

Rate your potential projects by the following criteria:	Yes	Partially	No
Does the area consume too many resources or have quality, cost, or delivery problems?			
Can the process be mapped?			
Does the process have defined boundaries?			
Does the process have specific performance expectations?			
Do your customers care about this? Will it increase value to customers?			
Is it a rapid impact project (low hanging fruit) with a short duration?			
Is the scope of the problem small to moderate?			
Does the process have clear ownership?			
Will leadership endorse it?			
Is it an area with strong organizational support?			

# Common issues leading to project failure

- Too large
  - Biting off more than you can chew, that will take too long to complete
- Too small
  - Projects with an insignificant increase in value
- Jumping to solutions before deeply understanding causes
- Inadequate resources (time, key participants, data)
- Lack of management buy-in and support to see that changes are implemented
- Not checking and adjusting as you go



# Common predictors of success

- Strong project leadership
- Appropriate team members are available
- Participants are willing to try new solutions
- Management commits resources to implementation
- Project can be completed within several months
- Knowledgeable advisor is available to help team
- Simple metrics are identified, collected, and reviewed to help check and adjust the effort



# DEVELOP SCOPE / PROFILE

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# Articulate scope

- Articulate the scope, problem, and objectives of the project via the improvement profile



- What is an improvement profile?
  - Document that captures the problem, known current state, desired outcomes, and key participants
  - Clearly lays out process boundaries
  - Establishes what is in scope and out of scope

# Draft the improvement profile components

1. Problem statement
2. Known issues and impacts
3. Process scope with defined boundaries (in scope / out of scope)
4. Project goal, objectives, and anticipated benefits
5. Customers, project participants, and roles
6. Process owner
7. Project timeline and activities



*Note: Update the improvement profile if elements change*

# Improvement profile template

UCSF Improvement Profile		UCSF	TRILLBY ALDRICH
Work Area / Process: Contributors: Date:			
<u>Work Description: What Are We Trying To Do and Why?</u>  		<u>Objectives and Desired Outcomes (Initial):</u> <ul style="list-style-type: none"> <li>• Outcome:</li> <li>• Process/Time</li> <li>• Cost/Resource</li> <li>• Relationships/Partnerships</li> <li>• Quality</li> <li>• Possible Metrics</li> </ul>	
<u>Current Situation</u> University-wide Impacts:  General Process Steps: <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 10px;"> <div style="border: 1px solid black; width: 40px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 40px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 40px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 40px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 40px; height: 20px; margin: 2px;"></div> </div> Current State Observations / Problems:		<u>People:</u> Facilitator: Executive Sponsor: Process Owner: Participants:	
<u>Customers and Stakeholders - what they value:</u> Customer: Value:  Stakeholder: Value:		<u>Workshop Dates, Time, Location:</u>  	
Customer: end users of the product or service generated by this process. Stakeholders: A non-end user with a material interest in this process' quality, cost, or speed.		<u>Action Items:</u>  	

# FORM TEAM

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# Form a team

- Key people involved in the process must participate on the project team to provide a deep understanding of the current state and ideas for improvement
- Depending on the project, a core team is typically around 4 - 7 people; an extended team may exist as well
- Team members may include:
  - Staff involved in the targeted area
  - Subject Matter Experts (SMEs) from other departments or internally
  - Customers
  - Suppliers

# Project roles

- **Project Owner**
  - Guides the team; acts as change agent; operationally accountable for the area; represents the project (also called the 'process owner')
- **Project Sponsor**
  - Organizational owner of the business area; provides resources; reviews and signs-off on implementation plan; change champion
- **Facilitator**
  - Role that can be filled by the project owner; applies continuous improvement approach and tools (e.g. helps map the current state); obtains participation from all members
- **Team member**
  - Representative engaged in the process as part of their work
- **Subject Matter Experts (SMEs)**
  - People with specialized process knowledge; used as needed; may also include customers and suppliers

## Notes:

- **Core team participant** roles include: Project Owner, Team members
- A participant can have more than one role
- Designate someone to manage logistics like scheduling meetings; this could be the project owner or an admin assistant

# Time commitment

The availability of participants, desire to make improvements quickly, and other factors will influence how frequently to meet and how much time is required.



- Core team participants should meet at least weekly to maintain momentum
  - SMEs, suppliers, and customers should be engaged as needed
- Work will be expected outside the meetings
- Estimated time commitment for core team participants is 10 – 20% (1/2 to 1 day per week) or 100% time for a 3 – 4 day workshop
- Estimated time for owner is 20 – 40% for the duration of the project (including implementation)
- Time commitment depends on overall project duration (# of weeks)

# Facilitation help

- Many meeting facilitation guides exist. There is a good one at:

<http://improve.ucsf.edu/sites/improve.ucsf.edu/files/Facilitator%20Toolkit.pdf>

- You can also find support outside your department, including the UCSF Program Management Office (PMO)



# MANAGE EFFORT

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# Tips for managing the project

- The project owner should have authority to closely manage the project
- Develop a detailed schedule, particularly related to team meetings (what, when, where, who)
  - Set up meetings in advance along with other logistics
  - Check schedule regularly to stay on track
- Leverage the project improvement profile to stay on target
- Use continuous improvement tools and techniques
- Use Box as a repository for project documents

# Tips for developing a project schedule

- Develop a project schedule to visually display the project roadmap
  - Indicate key activities
  - Indicate timeframe for completing activities
  - Indicate major milestones (completion of a series of tasks) with stars
- Share the project schedule with the team

Activity	Month 1			Month 2			Month 3			Month 4			Month 5		
Initiate and Kick-off project	■	■													
Understand and document current state		■	■	■											
Analyze problems and root cause			■	■	■										
Identify improvements				■	■	■	■								
Decision							★								
Document proposed future state							■	■	■						
Write and Implement action plans								■	■	■	■	■	■	■	■
Monitor status and ensure completion										■	■	■	■	■	■
Celebrate													■	★	

This is an example spread out over several months; some efforts occur over several days