CONTINUOUS IMPROVEMENT OVERVIEW

Roadmap and tools to support your journey

UCSF

Welcome

- This document provides a high level overview of continuous improvement (CI) at UCSF

- The principles of continuous improvement and Lean are in many ways the same; in this document we refer to a more generic continuous improvement rather than to Lean explicitly

- This is a supplement to support continuous improvement in your organization, to help you understand and apply simple concepts to "make things better"

Thank you to Haley & Aldrich and Rona Consulting Group
for some of the following material

Overview of the five steps

Continuous Improvement

Simple steps toward better business...

Initiate → **Explore** → **Improve** → **Implement** → **Celebrate!**

| Initiate	Explore	Improve	Implement	Celebrate!
• 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

UCSF

Can you identify with the following?

You have processes that:
- Consume too many resources
- Have quality, cost, or capacity problems
- Do not work effectively

or you:
- Have customer needs that are not being met
- Have never really articulated who your customers are and what they value
- Are working with a new system
- Are too busy to improve
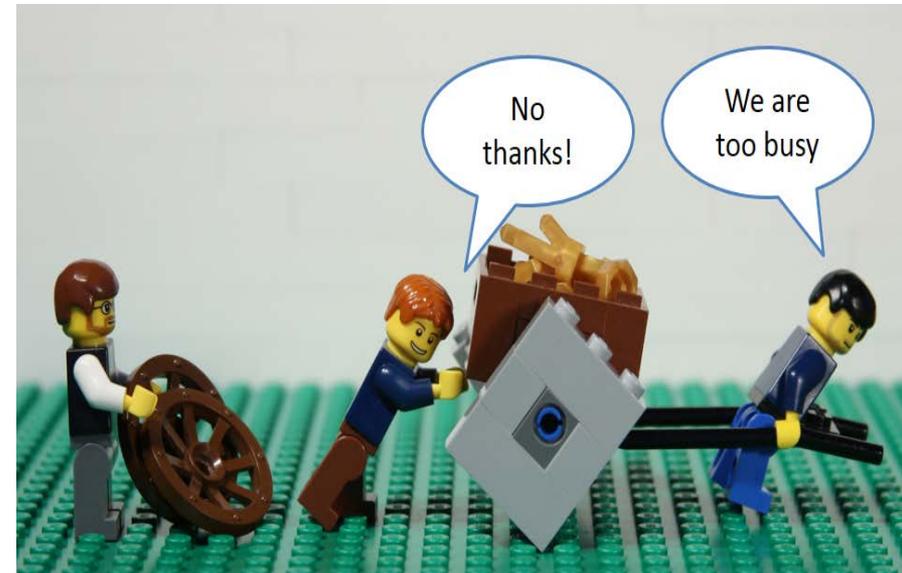
Why is continuous improvement important at UCSF?

- Continuous Improvement (CI) is an approach to help adjust processes to achieve better results
- It offers mechanisms to respond when we receive negative feedback from customers about a product or service
- It is done by those responsible for the process, which improves productivity, morale, and engagement
- It may result in quick wins that ripple throughout the organization
- Improvement techniques lead to processes that are faster and more accurate while using the same resources
- Our costs cannot increase at the same rate as our projected growth; CI offers a way to address this issue
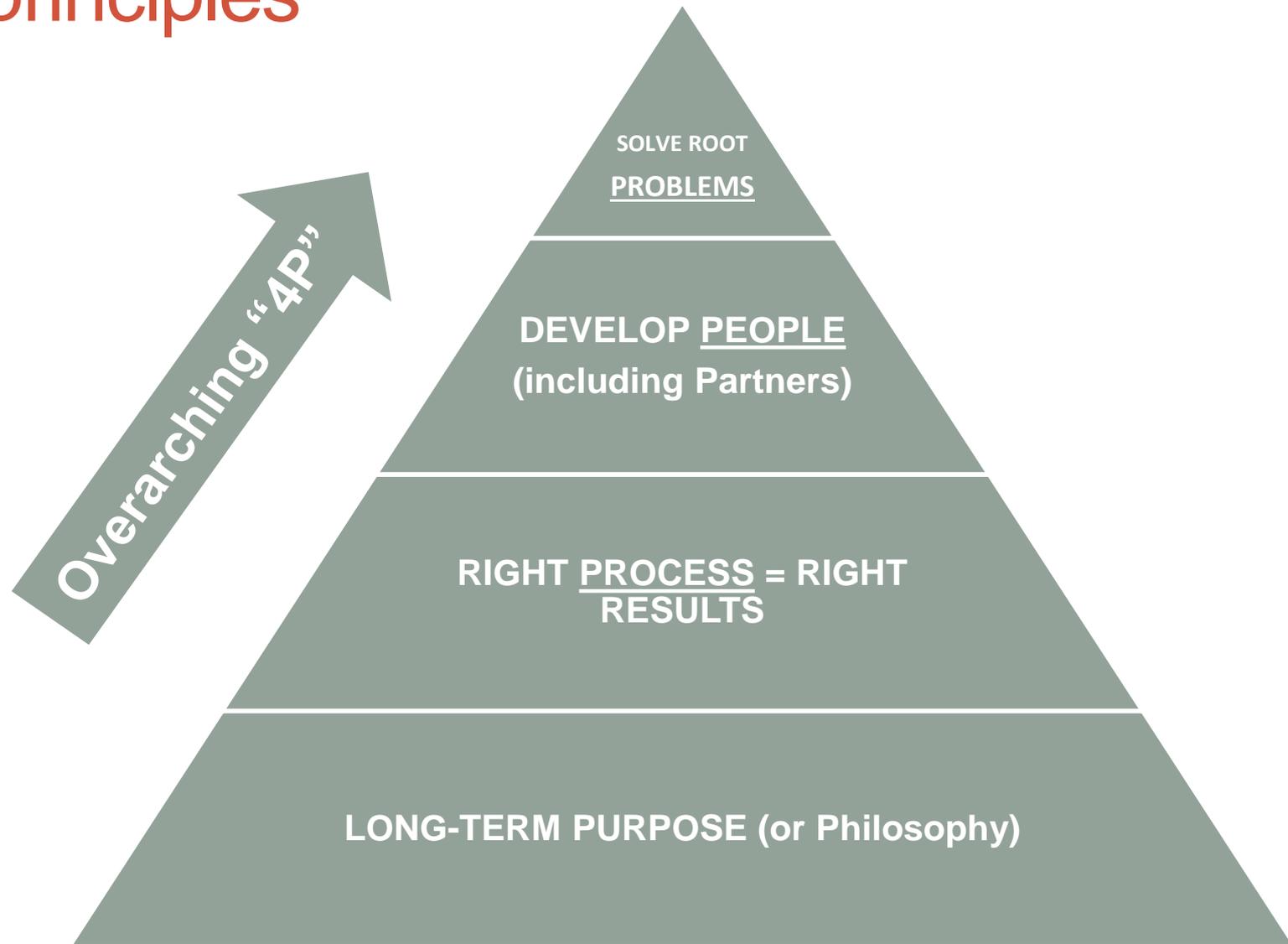
Continuous improvement at UCSF is:

- Adapted from proven methodologies
  - Team-based (get the necessary people in the room)
  - Cross functional (minimize silos)
  - Based on a common understanding of **what actually happens** (WAH) in the current state
  - Leverages the power of critical thinking
  - Results in specific actions
- Accessible as facilitated working sessions, online resources, training, and a collaborative community

Continuous improvement is NOT

- An excuse for slashing budgets
- An excuse for cutting staff
- Theoretical
- Resources only available or applicable to senior managers, units with large budgets, or an "inside crowd"

Continuous improvement is aligned with Lean principles

Overarching "4P"

SOLVE ROOT PROBLEMS

DEVELOP PEOPLE (including Partners)

RIGHT PROCESS = RIGHT RESULTS

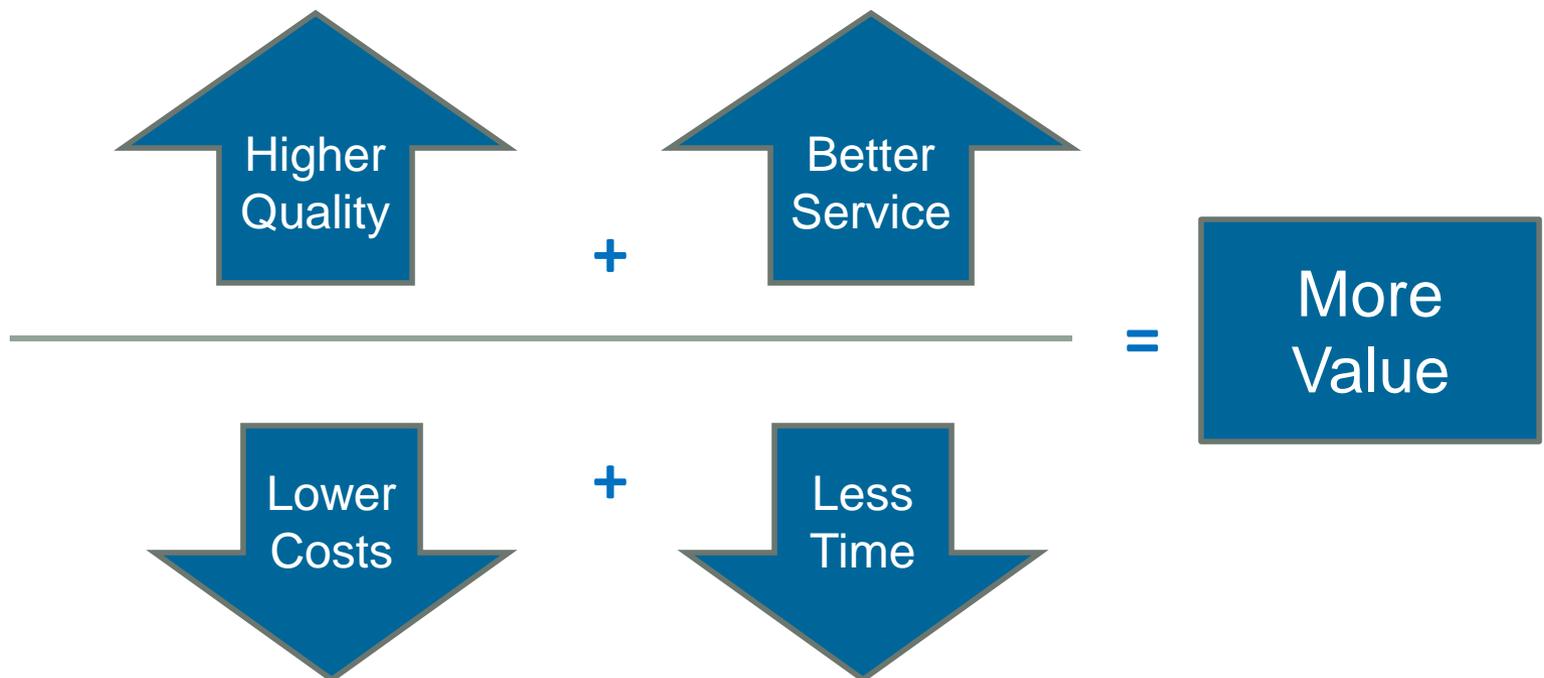**LONG-TERM PURPOSE (or Philosophy)**

With CI, you can improve *all* key measures

Traditional dilemma for system implementations or other large projects: "Speed, Cost, Quality -- Pick any two"
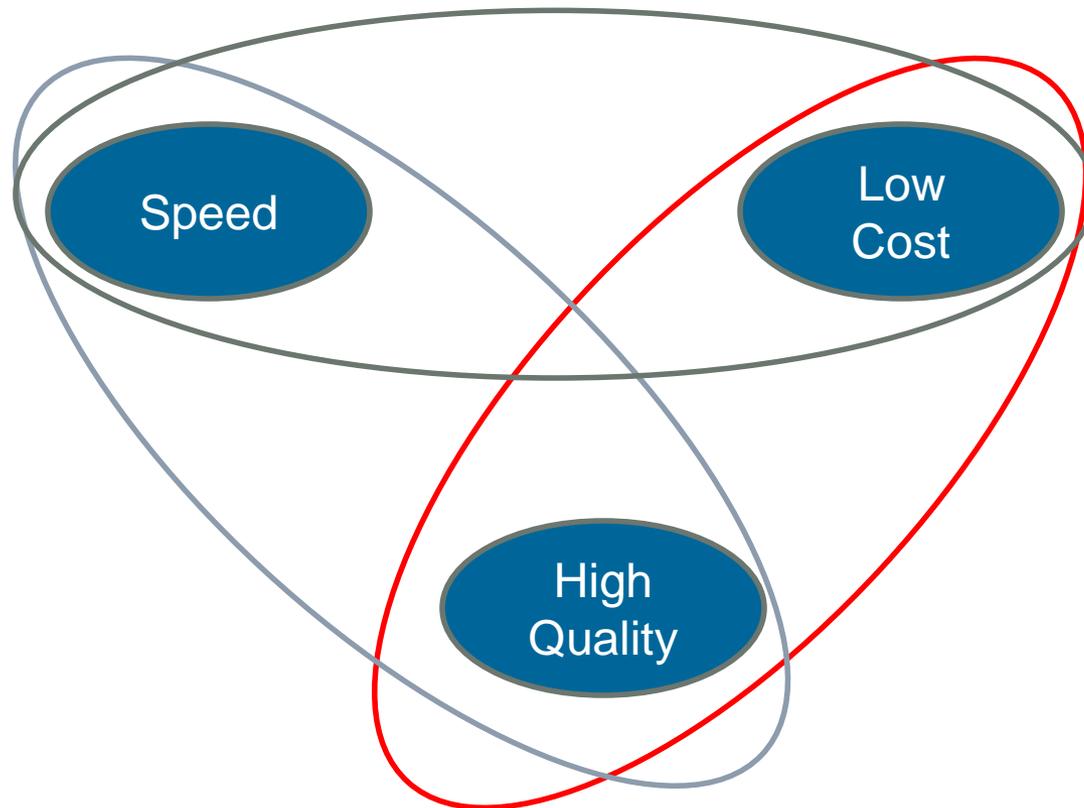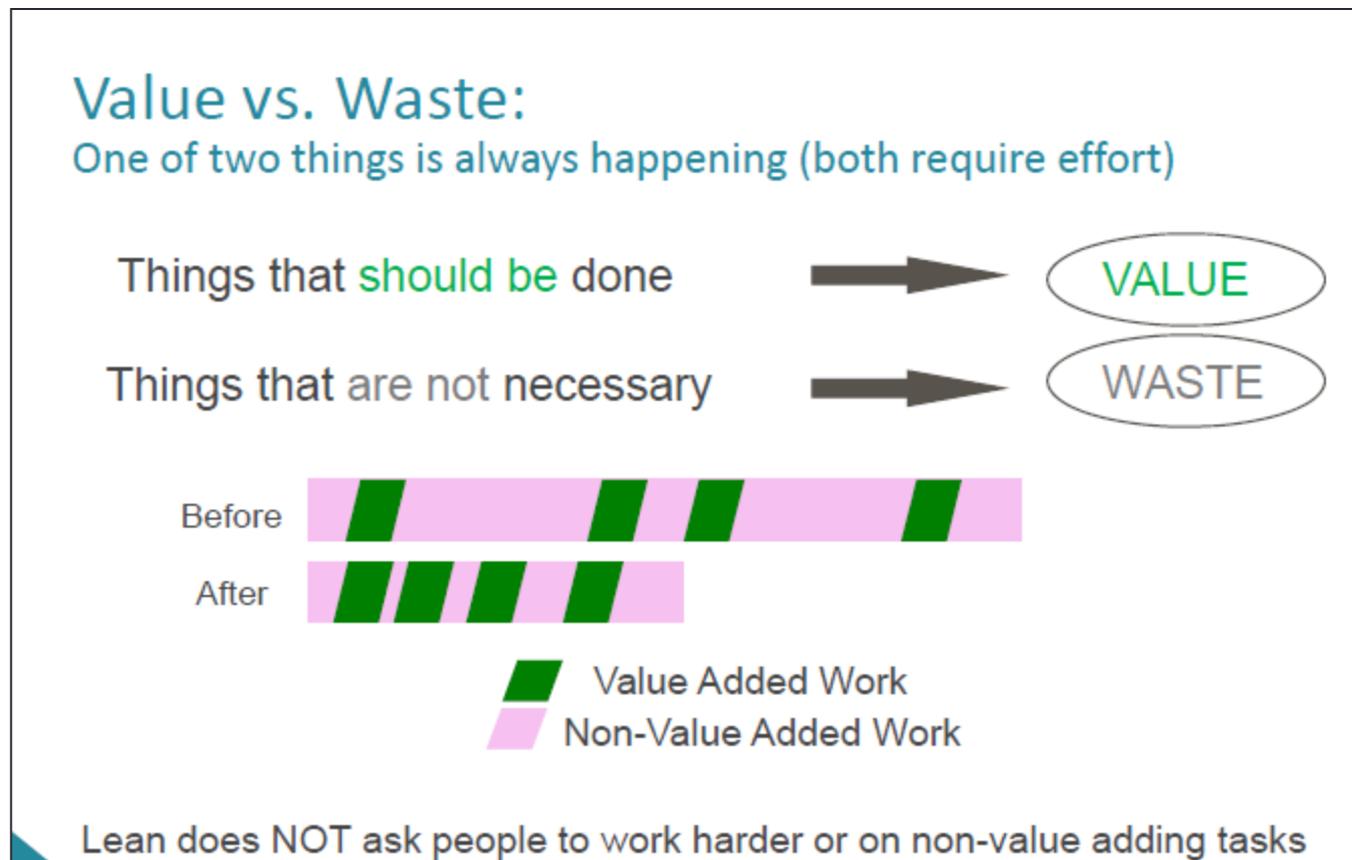
Use CI to improve delivered value to the customer

Your customers want your processes to deliver VALUE. Ask your customers how they define value. Often value means higher quality, better service, lower costs, and less time. Providing these will result in more value to your customer.

Get more done faster and better

- Remove waste to shrink the total time to provide the same value

Value vs. Waste:
One of two things is always happening (both require effort)

Things that should be done → VALUE

Things that are not necessary → WASTE

Before

After

Value Added Work
Non-Value Added Work

Lean does NOT ask people to work harder or on non-value adding tasks

We are all part of a larger system

System effectiveness vs.

Individual efficiency

This person is rowing twice as fast
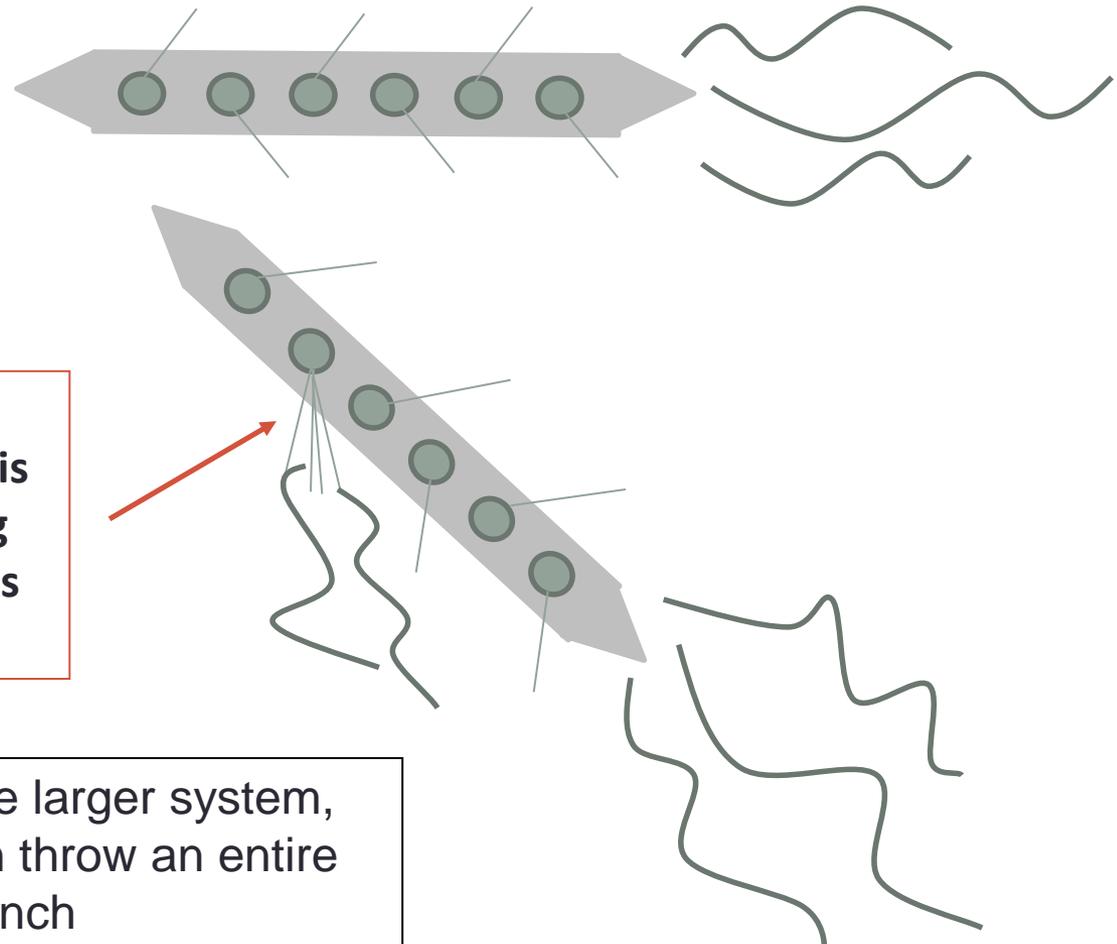
If we don't pay attention to the larger system, sometimes one individual can throw an entire process out of synch

Involving people is critical

By engaging people who are impacted by the work, we:

➢ Understand what customers value

➢ Learn about existing problems

➢ Share knowledge

➢ Find hidden resources

➢ Gain ideas from those who know the process best

➢ Begin to envision improvement

➢ Create ownership and consensus

➢ Develop problem solvers

# Continuous improvement is a way of thinking and acting which

Increases **Value**
Reduces **Waste**
Respects **People**

- We use **simple** tools to develop **good** ideas for **specific** changes to **improve** processes and add **value** for customers

- It is about removing obstacles that get in the way of doing our job, working smarter not harder, and m*aking things easier*

The improvement cycle (PDCA)
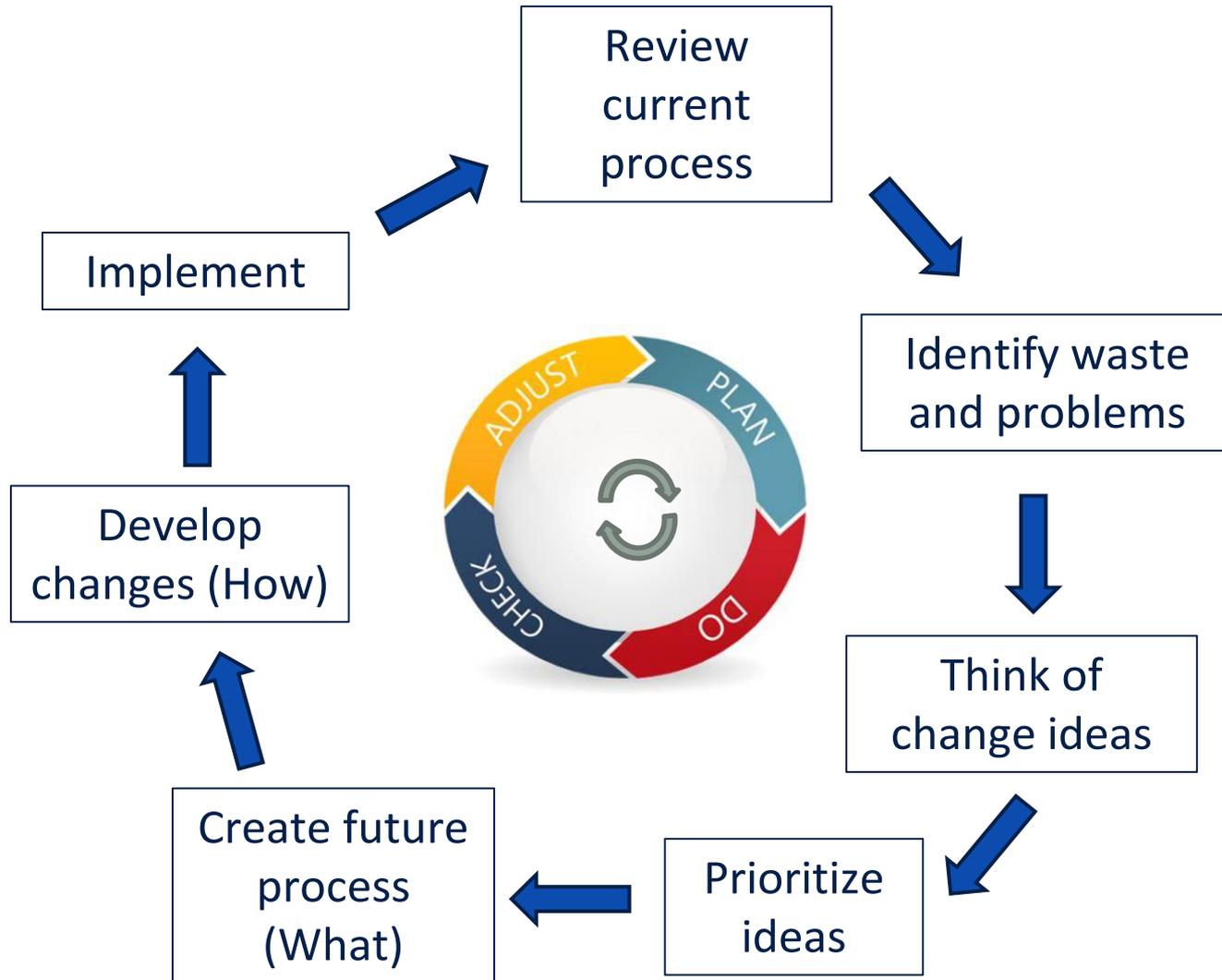
Background of CI at UCSF

- In 2014 UCSF Program Management Office developed and began to promote resources for doing business process improvement work
- CI is being applied in many areas of UCSF
- UCSF Health has been on its Lean journey for several years
- Campus units that have used CI/Lean include HR, IT, Controller's Office, Facilities, several research cores, and others
- We have worked with external consultants Rona Consulting Group and Haley & Aldrich to help shape our work and to provide training
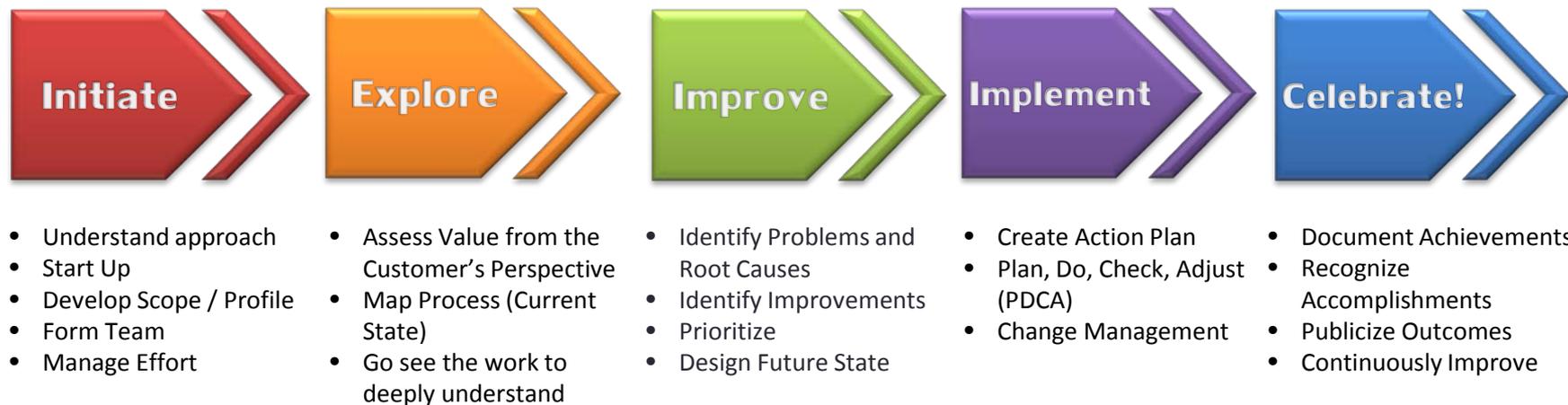
Goals of improve.ucsf.edu

- Contribute to a culture of continuous improvement throughout UCSF

- Empower units to critically assess their processes

- Provide online resources to help staff learn and use continuous improvement concepts
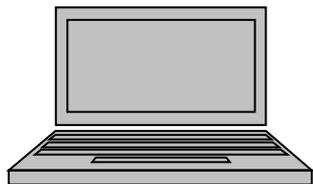
Continuous Improvement

Simple steps toward better business...

CONTENT

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

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

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

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

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

METHODS

Website
improve.ucsf.edu

Tools and Templates

Collaboration (Chatter, Box)

Coaching, Training, Facilitation

Next Steps

- If you have questions that are not answered on the improve.ucsf.edu website, contact our team in the UCSF Program Management Office at pmo@ucsf.edu
- Some groups may wish to work with the PMO for additional experienced help, for example:
  - Project scoping
  - Initial start-up activities and project design
  - Meeting facilitation
  - Introduction and application of specific tools
  - Change management planning
  - Materials development, review, and QA

We help you put the pieces together