CONTINUOUS IMPROVEMENT OVERVIEW

Roadmap and tools to support your journey
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**
- 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)
- Manage Change

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

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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

- Long-term purpose (or Philosophy)
- Right process = right results
- Develop people (including partners)
- Solve root problems

Overarching “4P”
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

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 *making things easier*. 
The improvement cycle (PDCA)

- **Implement**
- **Develop changes (How)**
- **Create future process (What)**
- **Review current process**
- **Identify waste and problems**
- **Think of change ideas**
- **Prioritize ideas**
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

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**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