Effective Process Improvement (PI) Teams

Rachel Greenberg, BA, CDC PHAP Fellow
Lorelei JM Kurimski, MS, Director in Office of Organizational Development

State Hygienic Laboratory at The University of Iowa

May 21, 2014

Iowa's Environmental & Public Health Laboratory

Process Improvement

Any process improvement should clearly define how it ties to the Organization's mission, vision, and values

<u>Take the Time</u>

Understand the Connection

Communicate this to Others

Building Your Team

- **Who to Include?**
  - Front line workers/SMEs
  - Stakeholders
  - If possible, include one neutral person
- **Lessons Learned:** The larger the team, the more time needed to Storm-Norm-Conform
- **HOW:**
  - Limit team size to 8 people
  - Create a Staff Directory to track/expand participation
  - If an org-wide process, include cross-functional reps

Building Your Team

Org Unit	STRATEGIC LEADERSHIP	SP COMMITTEE	SP COMMITTEE GOAL	LINE UNT OWNER	GOAL AREA(S)	TEAM MEMBER (LIST WHICH TACTIC)
Admin/SS		X	IMPROVE/INNOVATE		FINANCE	WORKFORCE-5,10 FINANCE-1, 3
Admin/SS		X	FINANCE		IMPROVE/INNOVATE FINANCE	IMPROVE/INNOVATE-3 FINANCE-1,2,3,4,5
EHP		X	WORKFORCE			
EHP					IMPROVE/INNOVATE	IMPROVE/INNOVATE-3
Admin/SS	X	X	CUSTOMER	X	CUSTOMER, IMPROVE/INNOVATE, SME	CUSTOMER- 5,8 IMPROVE/INNOVATE-4 SME-3
EHP		X	CUSTOMER			
[redacted]					ALL	ALL
Admin/SS	X	X	ALL	X	WORKFORCE, IMPROVE/INNOVATE, SME, CUSTOMER	ALL

Building Your Team

- **Roles**
  - Line Unit Owner/Sponsor
  - Chair/Co-Chair
  - Recorder, Scheduler
  - Facilitator
- **Lessons Learned:** Use your very first meeting to review goal, identify roles, establish meeting schedule, and how information/data will be tracked.
- **HOW:**
  - Set-up rotation schedule for Recorder role
  - Define behaviors early on
  - Set-up meeting schedule & expectations for team participation
  - Reschedule if have less than 6 members attend

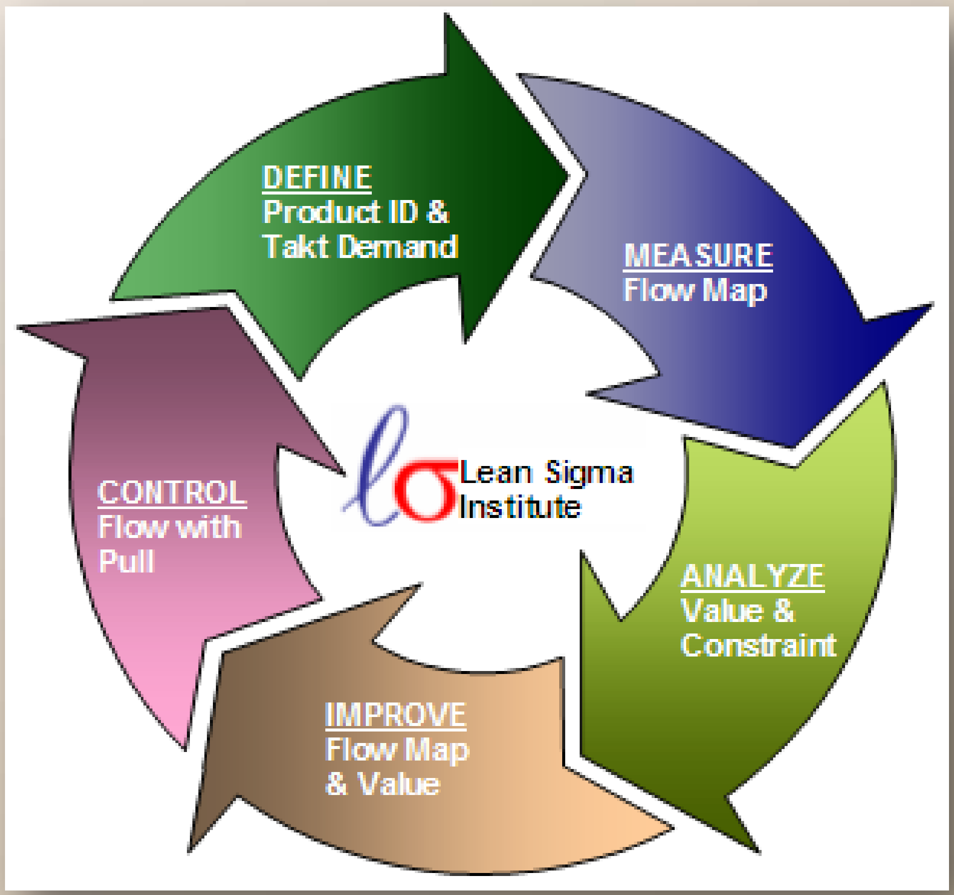
Building Your Team

Team Rules

- Keep an open mind
- No such thing as a silly question or bad idea
- Don't worry about solving ALL problems
- Focus on the goal
- Use the "Parking Lot" for issues that are important but out of scope
- Remember it's about the process- NOT the people
- Processes should be kept as simple as possible– Can a step be eliminated?
- Team dissolves after the To-Do list is completed
- Avoid side conversations
- One person=One vote
- And…

LOOK FOR WAYS TO MAKE THIS FUN!

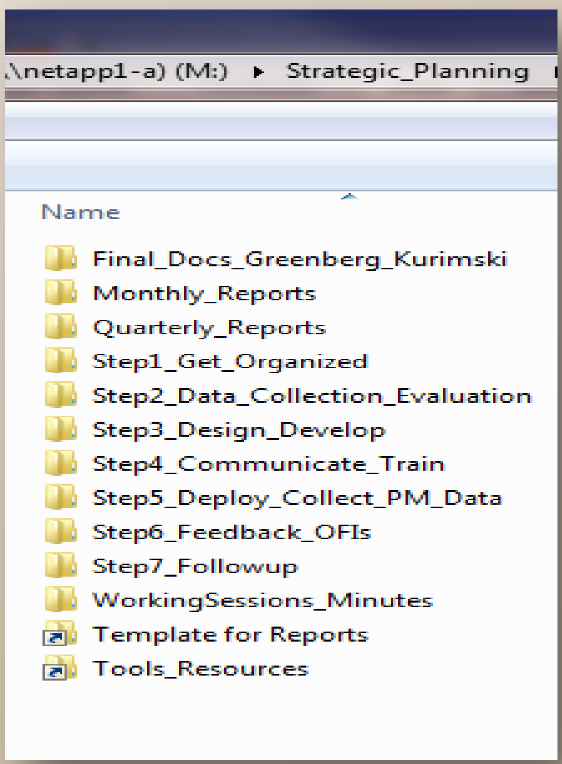
Managing Team Knowledge (KM)



Source: http://www.leansigmainstitute.com/lean/dmaic_lean.shtml

Managing Team Knowledge (KM)

- **Lessons Learned:** Set-up shared network for Team to use
- **HOW:**
  - Set-up subdirectories to follow DMAIC steps
  - Set-up a subdirectory for Minutes/Agenda
  - Archive older versions of docs
  - Show all Team members how to access & use



Onboarding the Line Unit Owner

- **Lessons Learned:** Being prepared is KEY in how well a Team functions
- **HOW:**
  - Assign responsibility in Org to develop and manage all templates/resources. Store in single location.
  - Create templates for all PI teams to use: invite to join Team, first meeting agenda, meeting templates, process map, action plan (who, what, when)
  - Meet with Line Unit Owners before pull team together. Gets them orientated. Go through DMAIC process, roles responsibilities, KM, templates

Onboarding the Line Unit Owner

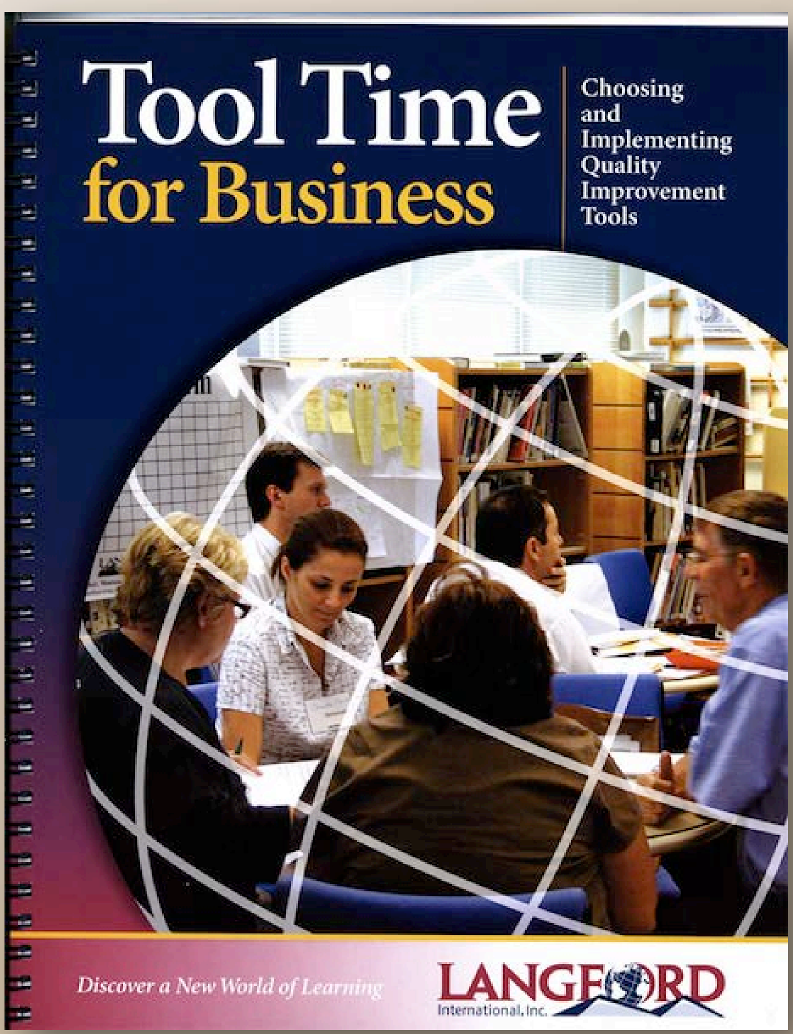
- **Access/Store Information: Network**
- **Using the DMAIC Excel Tool**
- **Building Your Team**
    - Tools and Examples
        - Adaptive Leadership
        - Team Building
        - Team Roles
        - Team Rules
        - Meeting #1 Agenda
        - Team Draft Invite
        - Agenda/Minutes Template
    - Staff List to Form Teams
- **Team Resources/Tools**
    - Tools and Examples
        - Adaptive Leadership
        - Affinity Diagram
        - Benchmarking
        - Consensogram
        - Direct/Indirect Customers
        - Hot-Dot
        - Five Whys
        - Interrelationship Diagraph
        - Process Mapping
        - Project Charter

The Facilitator

- **Lessons Learned:** Experience/trained; willing to adapt; neutral position; listen & ask questions; use just-in-time tools to keep Team progressing
- **Tips:**
  - Visual tools are powerful communication aids to move from ideas into action
  - Room should be equipped with whiteboard, projector, supplies (chart paper, post-its, markers, pens, dots)

The Facilitator

- **Lesson Learned:** Most of the effort is needed towards getting the Team focused on *ACTION*
- **HOW:**
  - Affinity Diagram
  - Hot Dot
  - Process Mapping



Source: http://www.langfordlearning.com/shoppingcart/products/Tool-Time-Handbook-12.1-for-Business.html

The First Working Session

Rm 1162, HLI D104, HLA	**Working Session Minutes** <Insert PI Team Goal>
Line Unit Owner(s):	<insert name>
Chair(s):	<insert name>
Facilitator:	<insert names>
Recorder:	<insert name>
Scheduler:	<insert name>
Team Members:	<insert names>
Guests/SMEs:	<insert names>
Strategic Goal:	<insert goal description>

DRAFT Agenda for first Work Session: **Date/Time:** <fill in>

1. Review existing documents related to project
2. Access/storing information on Network
3. Determine roles/responsibilities for:
   - Developing agendas-
   - Chair/Co-chairs-
   - Working Session minutes/Recorder-
   - Scheduler for team sessions -
4. Group Think Tank: answer the following
   - How does the PI project tie to our mission, vision, and values?
   - What are the practical outcomes?
   - By completing the PI project, what will likely be the deliverables?
5. Determine team's meeting schedule
6. Next Steps

4. Group Think Tank: answer the following
- How does the PI project tie to our mission, vision, and values?
- What are the practical outcomes?
- By completing the PI project, what will likely be the deliverables?

Making Progress

- **Lessons Learned:** Meet when it's least disruptive to workflow. Look for solutions together.
- **HOW:**
  - Meet for one hour at the end of every day for a week
  - Hold a half of full-day retreat off-site
  - Avoid homework (use session to create solutions)
  - Search/collect Best Practices & share with Team

Making Progress

Employee Engagement

1. **Celebrate success- demonstrate appreciation for contributions big and small**
   a. WHAT: Recognize "publicly"
   b. HOW-
      - Real-time recognition- face to face verbal thank you (project completed, job well done)
      - Monetary rewards, awards
      - Corkboard to pin notes of appreciation
      - Message of the day
      - Reward/Recognition Ceremonies
      - Featured recognition in publications

2. **Encourage Open Communication/Dialogue**
   a. WHAT- Increase employee knowledge of SHL programs. Allow opportunities for staff input
   b. HOW-
      - Change your walking path to your office, the break area, or to a meeting room.
      - Visit Huddles or other Manager/Supervisor meetings OUTSIDE your division/area
      - Schedule regular & routine off-site visits to other locations (Coralville to Ankeny, Ankeny to Coralville, Coralville to Lakeside)
      - Organize a division-wide Q&A open forum and invite all staff to attend.
      - Conduct anonymous surveys on a particular topic and hold open discussion
      - Hold seminars to feature a lab area or a program or a significant event
      - Create a monthly e-letter from the Director
      - Sponsor employee to employee shadowing (understand other parts of SHL and build relationships)
      - Feature regular Employee Profile in publications
      - Announce and promote open door policy for all staff
      - Brown bag lunches with staff- no agenda (open time to ask questions)

Cycle of success / FIGURE 1

3. **Choose a Cause and Do Some Good**
   a. WHAT- Team building, skill development, leadership, etc. Allow employees to choose a cause- different for each section (competition) or all same (unity): Can be time or money
   b. HOW-
      - Blood/Bone Marrow Drive, Cancer Walk, Food Drive, Volunteer Day
      - Local Events based on National Observance Calendar
      - Create local competitive events

4. **Have fun together- Social interactions inside and outside of work**
   a. WHAT- Strengthen relationships, adds enjoyable social dimension to work, colleagues connected leads to increased productivity. Includes holidays, corporate milestones, or just random events
   b. HOW-
      - Potlucks, picnics Include games to potlucks- office celebrity, trivia, etc
      - Wellness activities- form a walking club, a step-climbing club, a volleyball or softball team
      - Holiday Party
      - Recognize birthdays
      - Celebrate the conclusion of a major project, an emergency response, an outbreak

5. **Attach meaning to day to day activities**
   a. Understand personal roles in success of the company
   b. Current- goal setting, performance feedback, development planning (1-2x/year)
   c. Future Opps-
      - Consistent messaging of mission, vision at meetings/ during everyday tasks
      - Hold seminars to feature a lab area or a program or an external outcome- connect to our customers
      - Sponsor employee to employee shadowing (understand other parts of SHL and build relationships)
      - Feature regular Employee Profile in publications

6. **Career Path Development**
   a. WHAT-Show employees that there's a future for them
   b. HOW-
      - Formal mentoring program
      - Share information on conferences and symposiums attended
      - Bring in external speakers to focus on specific soft-skills (conflict resolution, team building, listening) or to discuss emerging issues

THE UNIVERSITY OF IOWA

Making Progress

DAY 1

Review Goal, Strategy, and Tactic
Identify target audiences & needs – *see handout*

Review existing leadership programs & resources- *see attachments*
What is the Current State?

WORKING SESSION: DEFINING THE CURRICULUM
Categorize, identify and prioritize REQUIRED VS. DESIRED leadership Competencies BY TARGET AUDIENCE. Include specific SEQUENCING/ORDER of DEVELOPMENT.

- Competencies
- Accreditations
- Existing Policy

WORKING SESSION: Identify Key Elements for SHL Program Design
Consider BY TARGET AUDIENCE, SHL LOCATION

- Criteria for Enrollment
- Resource Needs
- Program Cycle
- Oversight and Management
- Performance Measures & Tracking- measures of success

Wrap-up, Homework Assignments

DAY 2

Review Goal, Strategy, and Tactic
Review Outcomes from DAY 1

WORKING SESSION: COMPLETE Key Elements for SHL Program Design
Consider BY TARGET AUDIENCE, LOCATION

- Criteria for Enrollment
- Resource Needs
- Program Cycle
- Oversight and management
- Performance Measures & Tracking- measures of success

WORKING SESSION: Future State
Design Program Process Map- Include Actions Plan (who, what when)
Include Feedback Cycle from Stakeholders/Users
Include Communications Strategy
Include Tracking & Performance Measures

Wrap-up

Making Progress

- **Lessons Learned:** It takes time to orientate and "be in the moment"
- **HOW:**
  - At the beginning of every meeting use visual tools to review goal/purpose, what has been accomplished to-date.
  - Take a few minutes to clear thoughts & silently reflect

GOAL: Be recognized as a state and national subject matter expert (SME) in PH/EH laboratory science.

Strategy 1&2 – Increase recognition. Engage in translational research.

Tactic 1: Create process to determine our applied research and non-research SMEs and what are they currently doing.

Identifying Performance Metrics

- **Lessons Learned:** Need to have reliable and consistent data. What you measure will be what you change.
- **Tips:**
  - Spend the extra time to define your measures
  - Ask yourself "Where is the data stored? Is it accessible? Are there automated reports?"
  - Focus your efforts on the evaluation of the data
  - Include IT staff

Identifying Performance Metrics

- **Example:** Summary of tactic- Create process to determine our Subject Matter Experts and what are they currently doing. Create SME panel to review data collected and set performance measurement. Identify skillset/competency needs.
- **HOW--PM Selection:**
  - What is the rationale?
  - Who are the org units that this applies?
  - How does metric impact external/internal customers?
  - Are there literature references for this measure?

Identifying Performance Metrics

- **HOW--PM Development & Collection:**
  - What is the definition of the measure and units?
  - Describe the data collection plan
  - Is there current baseline data?
  - Is there a target or goal for this measure?
- **HOW--PM Analysis & Reporting:**
  - Describe the data analysis plan (who, what, when)
  - Describe the data reporting plan (who, what, when)

Subject Matter Expert (SME) Template

-Individual Templates linked to master file

Instructions:

1. There are 7 sections - fill in all the sections that apply to you beginning 2012-01-01 to present
2. Choices for dropdowns are on the tab called Table. If you need additional choices, select "Other"
3. Save the file using your last-first name

Local/State/National Committee

Name of Organization	Title of Committee	Role	Subject Area

Academic Appointments

College/Institution	Role

Instruction/Presentation Conferences, Workshops

Event Name	Presentation Title	Format	Subject Area

Publications Accepted

Type	Title	Author	Journal/Source/Name/Citation

Peer Review Requests, Journals and Grants (you are a reviewer)

Description	Type	Subject Area

Students and postdoctoral fellows mentored

Name	Classification of Mentee	Relationship of Mentor to Mentee	Subject Area

New Product (process, software, lab assay, method, protocol)

Type	Description

Summarize Data

Category Type	Number per Category	Number of SMES per Category
1. Local/State/National Committee		
1. Academic Appointments		
1. Instruction/Presentation Conferences, Workshops		
1. Publications Accepted		
1. Peer Review Requests, Journals and Grants (you are a reviewer)		
1. Students and postdoctoral fellows mentored		
1. New Product (process, software, lab assay, method, protocol)		

Use filters and pivot tables to look at information in different ways i.e.- Local/State/National Committee

- Overall SME participation **by organization**
- The number of committees **per SME**
- Participation of SMEs **by subject area**
- SME **role** per committee

Metrics for the *PI Team*

- **Lessons Learned:** Track investment of PI Teams as measure of organizational ROI.
- **HOW:**
  - Track number of hours PI Team invested (use avg labor rate to convert to dollars)
  - Develop survey & collect feedback from PI Team members
  - Develop survey & collect feedback from Users of the new/redesigned process

ROI Excel Template

Workforce Tactic #1- Develop and administer ongoing anonymous survey to measure workforce engagement and workforce environment.									
Description	**Participants**	**Other Participants**	**Session (HRS)**	**Date**	**Comments**	People Present	Number of People Present	Total Manhours (Number of People Present x amount of time)	Total cost of meeting (total manhours x std hourly rate)
Team Working Session	Workgroup	N/A	1.0	8/22/2013	To measure engagement and opps		7	7	252
Team Working Session	Workgroup	N/A	1.0	#########		Estimate	5	5	180
Team Working Session	Workgroup	N/A	1.5	9/3/2013		Estimate	5	7.5	270
Team Working Session	Workgroup	N/A	1.5	10/1/2015			7	10.5	378
Team Working Session	Workgroup	N/A	1.5	#########			7	10.5	378
Focus Group Prep	Coralville Staff (4 Factilitat	Workgroup reps	2.0	11/4/2013		Various	4	8	288
Focus Group Session	Coralville Staff (16 Participa	Workgroup reps	1.0	11/5/2013		Various	16	16	576
Focus Group Prep	Coralville Staff (4 Factilitat	Workgroup reps	2.0	11/6/2013		Various	4	8	288
Focus Group Session	Coralville Staff (16 Participa	Workgroup reps	1.0	11/7/2013		Various	16	16	576
Focus Group Prep	Coralville Staff (4 Factilitat	Workgroup reps	2.0	11/5/2013		Various	4	8	288
Focus Group Session	Coralville Supervisors (20 P	Workgroup reps	1.0	11/6/2013		Various	20	20	720
Focus Group Prep	Ankeny Staff (4 Facilitators)	Workgroup reps	4.0	#########	Includes travel	Various	4	16	576
Focus Group Session	Ankeny Staff (2 Participants	Workgroup reps	0.5	#########	Includes travel	Various	2	1	36
Focus Group Prep	Ankeny Supervisor (4 Facilit	Workgroup reps	4.0	#########	Includes travel	Various	4	16	576
Focus Group Session	Ankeny Supervisor (1 Partic	Workgroup reps	0.5	#########	Includes travel	Various	1	0.5	18
Staff Filling Out Survey	Coralville, Ankeny, Lakesid	N/A	0.2		time estimate	Various	99	15.84	570.24
Data Analysis- Survey		N/A	4.0		time estimate		1	4	144
Data Analysis- Focus Groups		N/A	10.0		time estimate		1	10	360
Summary Report- Survey		N/A	2.0		time estimate		1	2	72
Summary Report- Focus Groups		N/A	2.0		time estimate		1	2	72
Presentation- Prep			2.0		Executive Summary for Workforce Tactic #2		4	8	288
Presentation- Prep			1.0	1/13/2014	Executive Summary for Workforce Tactic #2		4	4	144
Presentation to Director, Associate Directors			1.0	1/13/2014	Present Executive Summary for Workforce Tactic #2, Next Steps- **DONE**		9	9	324
								Total cost of Goal 1 Workforce Tactic 1(sum of total cost of all	7374.24

Surveys

The University of Iowa

SHL Strategic Planning: Tactical Workgroup Survey:
Workforce Tactic 2: Improvement Plans
Pre-Survey

Please take a few minutes to complete this ANONYMOUS survey. Your feedback is important to measure the impact of our tactical workgroups as well as implement any improvements. Thank you!

Do you currently hold a supervisory/manager or director role within the organization?

Indicate your agreement with the following statements:

	Strongly Agree	Somewhat Agree	I don't know	Somewhat Disagree	Strongly Disagree
1. I understand the role of our workgroup and what we are tasked to complete.					
2. Our workgroup stayed focused on the agreed upon task.					
3. My workgroup is open to new ideas that impact our processes.					
4. I feel I am able to influence the direction of our work group (examples: the design of a process; what to measure, how to collect/evaluate data)					
5. I learned new skills related to process improvement within my work group (e.g. process mapping, DMAIC steps, collect performance measures)					
6. I learned new skills related to leadership within my work group (e.g. vision for change, ability to influence, resolve conflict)					
7. I learned new skills related to team building within my work group (e.g. effective communication, problem solving, constructive feedback)					
8. Skills I learned within my workgroup can be applied to my day-to-day work environment.					
9. I am satisfied with the design/new process developed by our workgroup.					
10. I am satisfied with the implementation plan developed by our workgroup.					

Suggestions/Opportunities for Improvement:

PI Team members

The University of Iowa

SHL Strategic Planning:
Survey to Obtain Feedback on the Workforce Needs Survey

Help use to improve! Please take a few minutes to complete this ANONYMOUS survey. Your feedback is important to understand what does and doesn't work well when implementing a new process within SHL. Thank you!

Link to the Workforce Needs Survey for review:
https://uiowa.qualtrics.com/SE/?SID=SV_6r3KZANGFgOqpy5

Describe your current position within SHL.

WORKFORCE NEEDS SURVEY

Describe what motivated you to complete the Workforce Needs Survey (Select all that apply)

- I received an email with instructions
- It is part of our Strategic Planning
- This is part of my job responsibilities
- I believe my input/feedback matters
- I was told by my supervisor I need to complete it
- A colleague/friend recommended that I complete it
- Other

Indicate your agreement with the following statements:

Completing the Survey

	Strongly Agree	Somewhat Agree	I don't know	Somewhat Disagree	Strongly Disagree
1. I felt the Workforce Needs Survey was easy to complete					
2. I understood what the questions were asking in the Workforce Needs Survey					
3. I understand the purpose for completing the Workforce Needs Survey.					

Opportunities for Improvement
Do you have any suggestions for improving the Workforce Needs Survey? Describe below

Users of the new/redesigned process

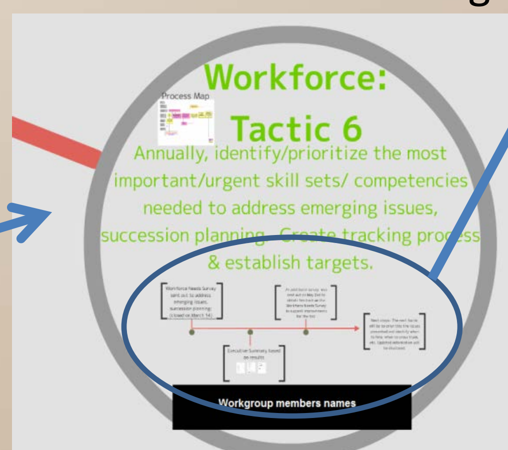
Supporting Engagement within the workgroups

Supporting Engagement within the organization
Spreading the Word- various levels of detail
Work in progress: Prezi tool

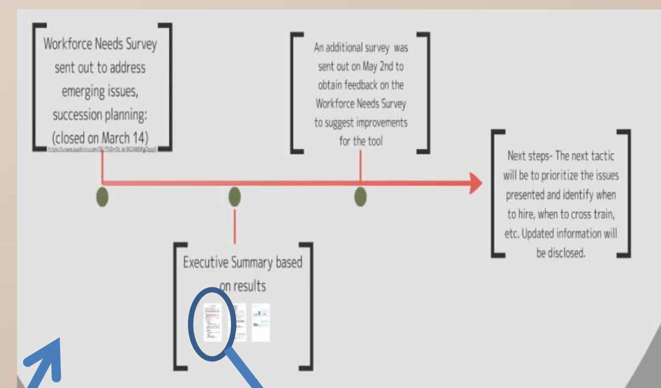
Level one: Overall Strategic Plan

Level two: Goal within overall plan

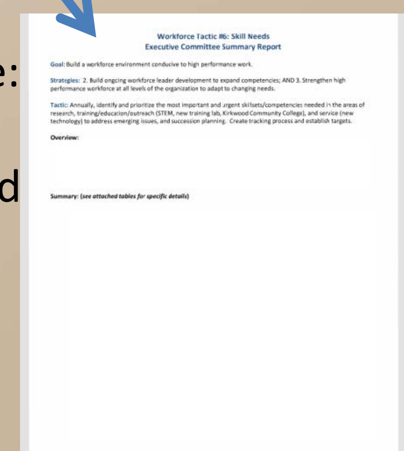
Level three: Tactic within goal



Level four: Timeline within Tactic



Level five: Report generated



Questions?

Connect with Your Colleagues, Share Your Expertise.

CLSI Communities

At CLSI, we've always believed that collaboration is **the key to advancing clinical laboratory standards** and the quality of patient care. Our social communities provide an online platform for us all to **learn from each other in the specialty areas** we're passionate about, reaching new heights together.

Get involved today!

Select your community of choice »

CLINICAL AND LABORATORY STANDARDS INSTITUTE®

Clinical and Laboratory Standards Institute

950 West Valley Road, Suite 2500, Wayne, PA 19087
P: 610.688.0100 Toll Free (US): 877.447.1888
F: 610.688.0700 E: membership@clsi.org

www.clsi.org

VISIT CLSI

- About Us
- Standards
- Membership
- Education
- Volunteer
- News & Events
- Contact Us
- CLSI Shop

QMS20-R—Understanding the Cost of Quality in the Laboratory; A Report

Most labs are attentive to the quality of examination results and lab services they provide through efforts such as quality control (QC) of methods, calibration of measuring equipment, and quality assurance measurements of process performance. Yet most nonmanagement lab staff is unaware of the quality of the lab's financial status, and believes that staying within budget is sufficient.

Every time work is redone, the cost of lab services—therefore, the cost of quality—increases. Consider the cost to the lab and to the organization—and the potential adverse effects on patient care—of corrections needed for unacceptable samples, QC failures, lost reports, and erroneous results.

This valuable report provides guidance to a lab in understanding and managing the different types of quality costs that affect processes, services, and financial well-being.

This report introduces the types of quality costs in lab expenditures:

- Prevention
- Appraisal
- Internal and external failure

It also suggests ways that labs can apply this information to continually improve their processes, services, and financial performance.

Take 50% OFF your purchase of QMS20-R from now until June 30, 2014 with the code: APHLQMS20

Shop Now

Coming Summer 2014! New eLearning Program: Implementing the Cost of Quality in the Laboratory

The Cost of Quality

Enroll in the only program that truly implements the steps needed to determine the existing cost of quality in your lab.

Program modules in this online, self-paced *e*Learning program include:

- Understanding the Basic Concepts
- Identifying the Different Costs
- Calculating the Costs
- Laboratory Case Study
- Program Summary

P.A.C.E.® continuing education credits will be provided.

950 West Valley Road, Suite 2500, Wayne, PA 19087
P: 610.688.0100 Toll Free (US): 877.447.1888
F: 610.688.0700 E: customerservice@clsi.org

- About Us
- Our Products
- Membership
- Education
- Global Health Partnerships
- Volunteer
- Corrections for Documents
- News & Events
- Contact Us
- CLSI Shop
- My CLSI
- CLSI Communities
- Volunteer Login