



Quality Confab
San Antonio TX, November 2, 2010

“Learning from the Best and the Worst of Lean Projects: Lessons in Sustainability and Tearing Down Silos in the Lab”



Agenda

- Introductions
- Housekeeping items
- What Makes a Lean Project Great!
- What Makes a Lean Project Fail
- How Do You Sustain Employees Enthusiasm
- How Do You Ensure Employees Will Never Participate Again
- So You Want to Win Over Your Enemies?... Tearing Down The Silos...
- Next Steps



What Makes a Lean Project Great!

If you want to make a Lean Project successful there are a few things you HAVE TO DO...

- You have to have support from the top
- You have to have support from the bottom
- You have to have support from the middle management
- Over communicate by a factor of 10!
 - You can't really over communicate
 - Knowledge is not power unless you share it



Examples of Great Lean Projects

Technical Details

To begin with, the employees have to know that you are doing a Lean Project and why you are doing it

- Fear will only make them run
- If they don't understand why or what's in it for them they won't cooperate
- Keep the choices simple
 - Remember Lean uses Kaizens which means small, rapid improvements



Examples of Great Lean Projects (Cont.)

Practical Examples

There are examples of hospitals, labs etc. that have been wildly successful with Lean

- Nyack Hospital – Go to their web site and you can see how long the wait will be if you go to their ED
 - The CEO, Medical Director of the facility and the ED meet on a daily basis (huddle meeting) to determine who needs to do what
 - The Nurses and the Doctors in the ED will interchange tasks such as changing linen, discharging a patient, etc. as they **need to** for providing the best care
 - They believe they are doing the best job they can and work as a team



Examples of Great Lean Projects (Cont.)

Practical Examples (cont.)

- The Admitting department is part of the team
 - They admit patients to the hospital without a physical department
 - They came up with a plan to better serve doctors offices and patients
 - They piloted and implemented
- The Finance department noticed problems with paying certain invoices
 - They brought their employees into a “think tank” process to come up with a better way
 - They piloted and implemented
- Each and every department has had similar experiences with Lean and employee involvement



Examples of Great Lean Projects (Cont.)

Practical Examples #2

- A Laboratory that can't process it's own samples let alone additional specimens from another facility and the work being sent to a national reference lab (most of which is routine)
 - The Medical Director and Laboratory Manager both went on record for supporting the project
 - Administration of the Hospital supported and removed roadblocks that included their hospital's corporation's push not to do what they needed to do



Examples of Great Lean Projects (Cont.)

Practical Examples #3 (cont.)

- Staff input was key to success but staff was not allowed to say no with out a good reason and another suggestion (status quo was not acceptable)
- Staff members that rejected the concepts were shunned by their peers leading to change the people or change the people...
- They were able to do twice as many tests in the same space with the same complement of people (but in different roles)
- No one lost their job! Except for the people who would not change and they were replaced by people who would!



Examples of Great Lean Projects (Cont.)

Practical Examples #4 (a Lean Microcosm)

- A commercial Microbiology Laboratory who had “tasted Lean” from a single process improvement and wanted more!
 - Staff met on a daily basis with or without supervision present (it didn’t matter if they were there or late the staff met anyway)
 - Ideas from the staff were welcomed by management
 - Management and staff formed a team which sometimes went after administration who was more passive in this organization
 - Improvement went from hours to minutes to seconds
 - Staff continues to be involved in all decisions
 - Administration is still passive (the reason it never went beyond the Micro Lab)



Sustaining Employee Enthusiasm

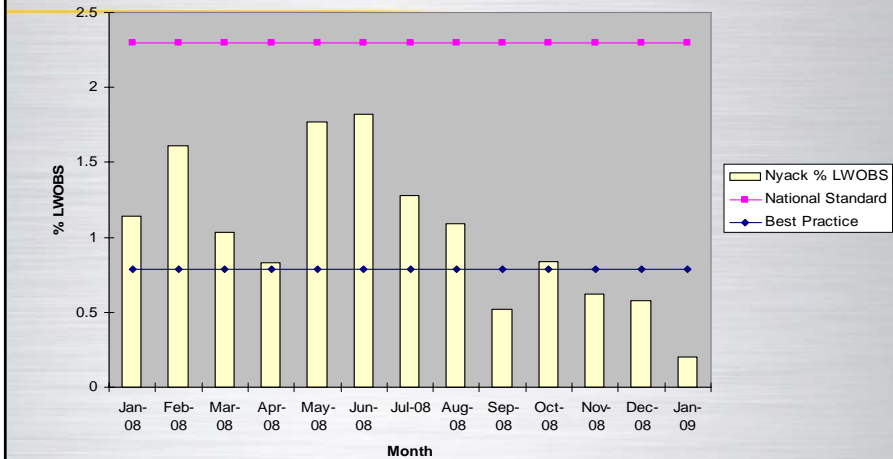
What Makes Lean Employees Tick...

- Human nature makes you gravitate to what works
- The program has to work for everyone
 - Employees have to win
 - The Organization has to win
 - The customers/process customers have to have a win
- You have to reinforce good behavior
 - What do the employees like, and give it to them when they succeed
 - Make sure you have a mechanism for them to see what they’ve done or not done!
 - Dashboards have to change daily or weekly at the worst!
- Meet with and talk to not at the employees
 - Everyone wants to be *participate* on a winning team



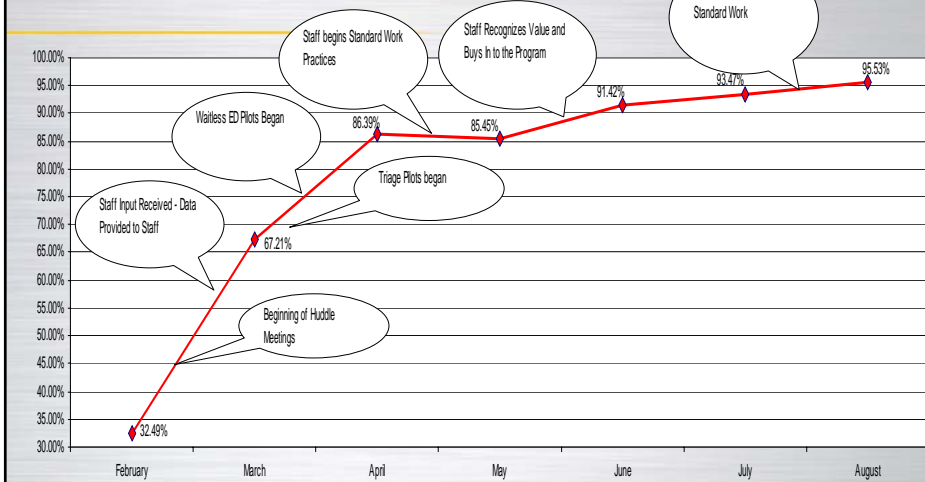
Show 'em What They've Done!

% Patients Leaving Without Being Seen

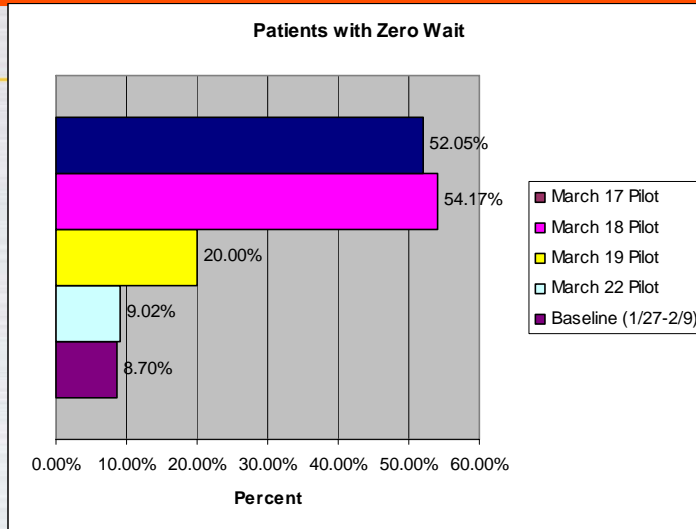


Show 'em (Cont.)

Percentage Met 30 Minute Service Standard



Show 'em (Cont.)



What Makes a Project Fail

If you want to make a Lean Project fail, here is all you do...

- Make the top administration invisible to the employees
- Keep the employees in the dark
- Surprise them with changes that they have no idea were coming
- Don't test anything, just implement



What Makes a Project Fail

If you want to make a Lean Project fail, here is all you do... (Cont.)

- Act like you are too busy to listen to them
- Tell them they just need to suck it up and get their job done
- Have meetings to inform them of changes and don't ask their opinion or input
- Make sure that everything you do benefits your department at the expense of any other department, after all **YOUR** bottom line is **the only** bottom line that counts!



How Do You Ensure Employees Will Never Participate Again

- Employees who are never heard will never speak
 - Ignore suggestions
- Make yourself so busy you don't have time for employees
 - Make a promise to look into it and then don't
 - Say "I'll be glad when things go back to normal.."
 - Make sure that "no good deed goes unpunished"
- Make sure that the Lean changes don't affect you
 - Exclude yourself from any workplace rules or standardization
 - Give credit for an idea to the supervisor and not to the employee who made the suggestion
- Don't allow Lean to build Teams
 - Create a win for individuals rather than for the team



Tearing Down The Silos...

Make sure that you have fixed as many things in **your** own SILO before moving into theirs!

- Invite departments/areas into your area to see what you have done
 - This is especially important if your department has achieved a major turn-around in their behavior
 - Have them attend a Lean Meeting, Huddle, Kaizen
- Invite them in to help you fix a problem in your department
 - Allow them to experience Lean at work
 - Let them see how their area is impacting your work
- Don't ask others to create work-around so you can function the way you want to not the way you need to
 - Ask others to change for the right reasons
 - Explain to them what those reasons are



Tearing Down The Silos...

- Make yourself or your Lean Leader available to them in order to get Lean started in their area
 - Works better If your changes have reached outside of your department
 - Attend their meetings but don't throw sand in their faces
 - Provide more information than you think they need!
- Sharing information and credit goes a long way!
 - Give credit where it is due
 - If another area was key in success let your people and their people know that
- Share in the celebration
 - Thank you notes
 - Joint luncheons, pizza parties, etc.



Tearing Down The Silos...

- Share the work and the credit in company/hospital meetings
 - Be sure to let the rest of departments know what you have accomplished
 - Make it a team win rather than an individual win
- Don't minimize the success or the achievement
- Invite others at the higher levels to seek help from you as well as the department that assisted you
 - No one wants to be part of a losing team and if given the opportunity they will join a the winning team
- Make a FUN and PLEASANT experience!



Samples of Communications

From: Tom

Sent: 11/01/2010 05:42 PM

To: Jane

Cc: Patrick_Maul@bd.com; Mary Lou

Subject: RE: Action Plan

Plan on still going to the Harmony lab on Wednesday. John and I will address this with Sue and Eileen..

From: Jane

Sent: Monday, November 01, 2010 11:50 AM

To: Mary Lou

Cc: Patrick_Maul@bd.com; Tom

Subject: RE: Action Plan

I will be unable to attend the Harmony lab on Wed. There is a shortage of staff in the reference lab for this day.

I will be available on Thurs and Fri as planned.

Please let me know if there is anything I can do before I arrive on Thurs and what time I will be needed on Thurs.

Thank you,

Jane



Next Steps?

