



Lean Enterprise Academy 2006

**Running
Rapid Improvement Events**

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Rapid Improvement Events

Or

Kaisen workshops

Definition of LEAN

- **Creating flow in the value stream**
- **Eliminating waste (= *muda*)**

Rapid Improvement Events

- **Point Kaisen**
 - Focussed on eliminating waste
 - “Islands” of improvement
 - Can have negative impact on overall system

Rapid Improvement Events

- **Point Kaisen**
- **Flow Kaisen**
 - **Focus on creating flow**
 - **As a consequence will increase throughput & eliminate waste**
 - **Tends to improve one value stream**

Rapid Improvement Events

- **Point Kaisen**
- **Flow Kaisen**
- **System Kaisen**
 - **Lean across whole enterprise**
 - **Combines all the value streams**

Rapid Improvement Events

- Focus is on:
 - Analysis, leading to
 - Clear objectives, with
 - People working together, in order to
 - *Make things happen during the event*, not
 - To produce a set of recommendations

Overview

- **Day 1 AM**
 - principles of flow & Glenday sieve
- **Day 1 PM**
 - **Analyses by attendees**
 - Glenday sieve
 - Value stream mapping
 - Spaghetti diagrams
 - Brainstorming of barriers to flow
 - “niggles”

Overview

- **Day 2 AM**
 - **Analyses continued**
 - **Setting of specific objectives**
 - **“Rules” for Rapid Improvement**
- **Day 2 PM**
 - **Teams start on specific objectives**
 - **Further analysis**

Overview

- **Day 3**
 - Improvements made to existing “methods”
- **Day 4**
 - “Black holes” occur
 - Teams make breakthrough improvements
 - Teams work late!

Overview

- **Day 5**
 - **Finish off changes**
 - **Write up new procedures**
 - **Develop action plan & communication material**
 - **Set up ongoing monitoring**
 - **Present results**

Rapid Improvement Events

Results are ALWAYS far greater than
people thought possible

WHY?

Results always greater – why?

- **Specific topics & targets are not pre-set**
 - These come from DATA analysis
- **Mixed delegates**
 - Every function involved
- **Time & effort**
 - Never had so many people for so much time
 - Leads to breakthroughs
- **Make physical changes**
 - happen within the week by the attendees
- **Focussed on making the “Greens” flow**

The “Greens”

come from

Glenday sieve analysis

The Glenday Sieve

| % Cumulative Sales | % Product Range |
|--------------------|-----------------|
| 50% | Green |
| 95% | Yellow |
| 99% | Blue |
| Last 1% | Red |

The Glenday Sieve

| % Cumulative Sales | % Product Range |
|--------------------|-----------------|
| 50% | 6% |
| 95% | |
| 99% | |
| Last 1% | |

**Central limit theory =
Greater the aggregate
less the variability**

The Glenday Sieve and Value Stream Mapping

What do you map first?

The Glenday Sieve and Value Stream Mapping

**To make the “greens” flow
to a drumbeat and remove
unnecessary variability**

The Glenday Sieve and Value Stream Mapping

which will
as a consequence
reduce non-value added waste

The Glenday Sieve

| % Cumulative Sales | % Product Range |
|--------------------|-----------------|
| 50% | 6% |
| 95% | 50% |
| 99% | 70% |
| Last 1% | 30% |

The Glenday Sieve

reds & blues colour perceptions

and

introduce high levels of variability

The Glenday Sieve

Don't mix reds

With greens

Rapid Improvement Events

- **Flow Kaisen**
 - Focussed on identifying the greens and making them **FLOW**

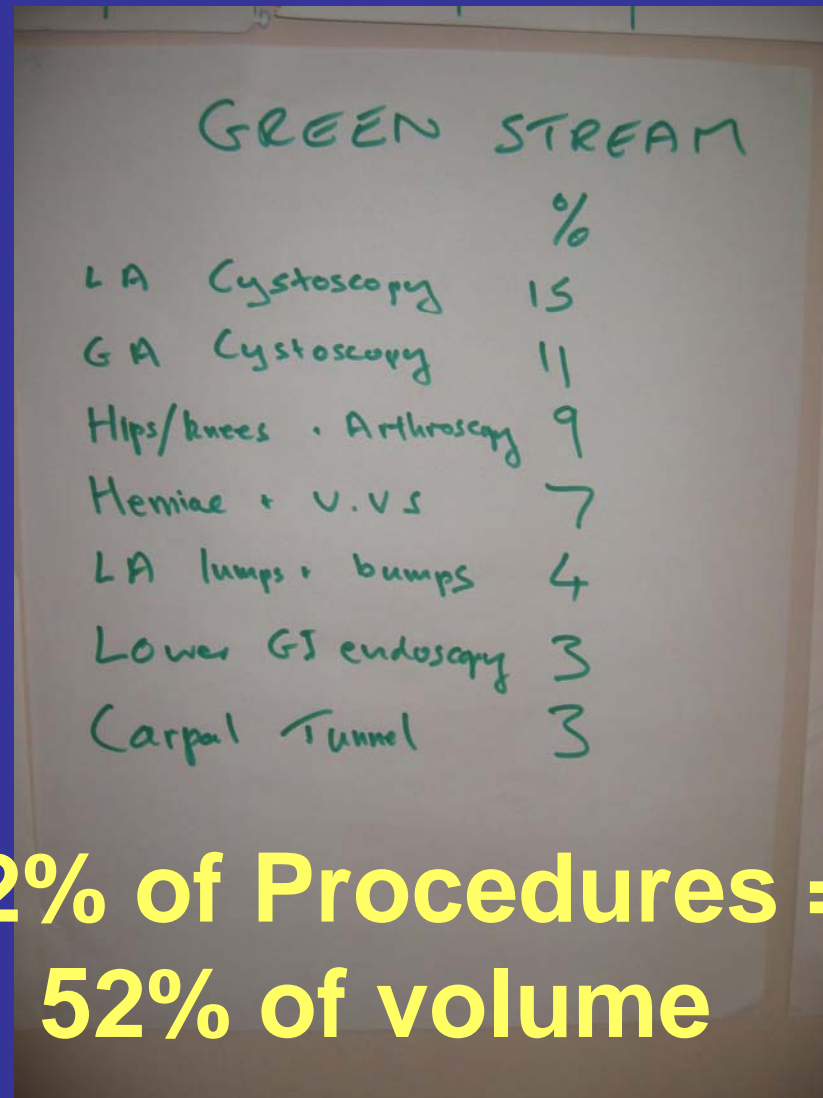
Rapid Improvement Events

- **Preparation**
 - **Communication Communication Communication**
 - **Never enough**
 - **Selecting attendees**
 - **Mixed**
 - **Role of “outsiders”**
 - **Admin.**
 - **Invites**
 - **rooms**

Rapid Improvement Events

- **Day 1 AM**
 - principles of flow & Glenday sieve
- **Day 1 PM**
 - **Analyses by attendees**
 - Glenday sieve
 - Value stream mapping
 - Brainstorming of barriers to flow
 - Spaghetti diagrams
 - “niggles”

Glenday sieve



A handwritten table on a piece of paper titled "GREEN STREAM". The table lists various medical procedures and their corresponding percentages. The procedures are listed on the left, and the percentages are listed on the right, separated by a vertical line. The percentages are: LA Cystoscopy (15), GA Cystoscopy (11), Hips/knees - Arthroscopy (9), Herniae + v.v.s (7), LA lumps + bumps (4), Lower GI endoscopy (3), and Carpal Tunnel (3).

| | % |
|--------------------------|----|
| LA Cystoscopy | 15 |
| GA Cystoscopy | 11 |
| Hips/knees - Arthroscopy | 9 |
| Herniae + v.v.s | 7 |
| LA lumps + bumps | 4 |
| Lower GI endoscopy | 3 |
| Carpal Tunnel | 3 |

**4.2% of Procedures =
52% of volume**

Spaghetti Diagrams

Clinic & pre-op

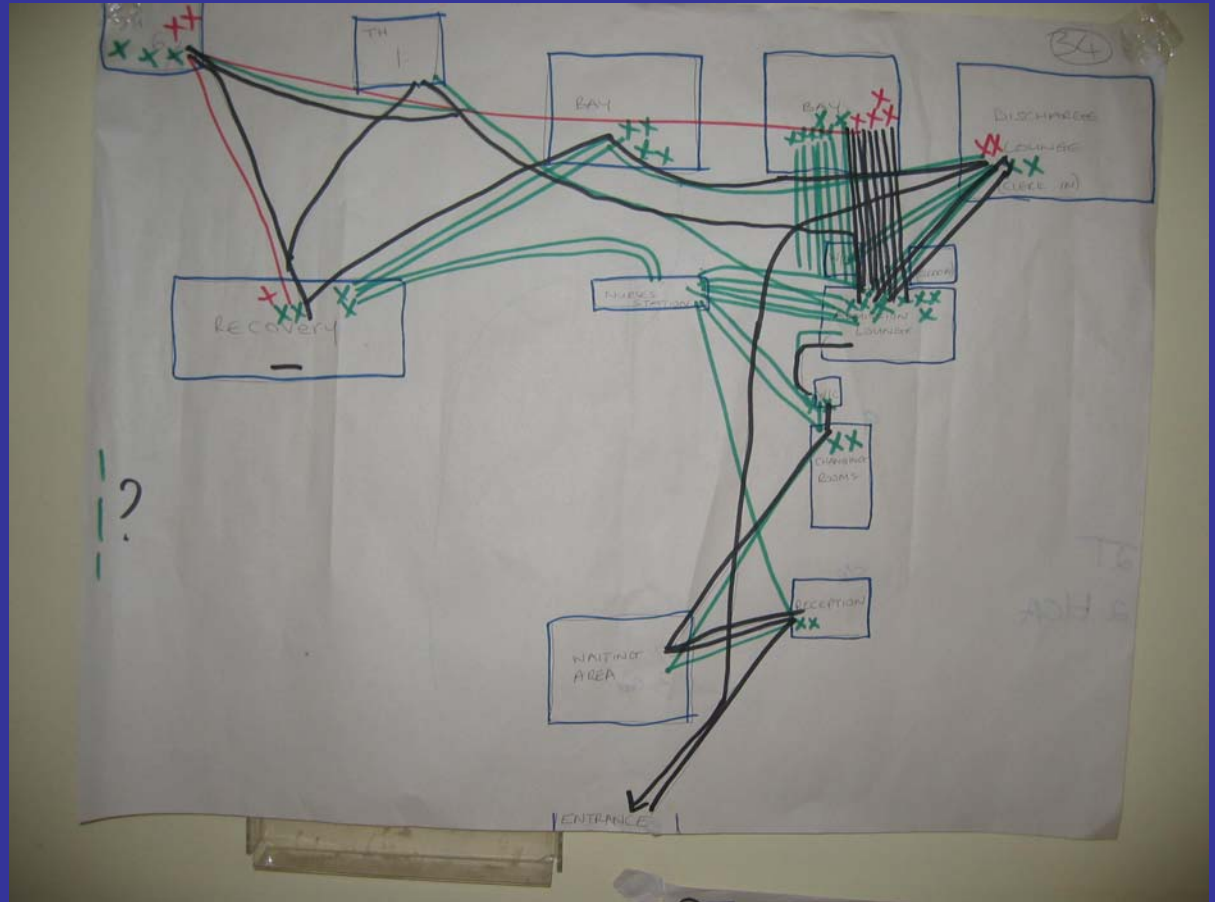
432 steps
23 touches
Patient sits
& waits 11 times



Spaghetti Diagrams

Day Ward

500 metres
34 touches
Patient can wait
up to 4 hours



Setting Objectives

- Comes from analysis
- **MUST** be specific and quantified
- Don't need to know "how"
- Invite people to sign up

Rules for the RIW

- Start by jointly analysing & understanding current practices
- Don't spend time in lengthy debates
- Work as a team & use your resources to cover all the tasks
- Think of how to do it, not why it can't be done
- Create & assess alternative solutions
- Seek wisdom of 10 rather than knowledge of 1
- Do not seek perfection, do it only for part of the target
- Wisdom is brought out by hardship
 - First improve, then change
- Raise any (perceived) roadblocks with IFG
- When the analysis shows a way forward,

IMPLEMENT IT !!

Unfreeze

then re-freeze

Daily review

- **17.00 hrs**
- **Not all the team**
- **Key points is action plan forward, not what has happened**
- **Any issues/barriers/things stopping the team achieving what they want to do**

**Teams decide own
start/finish times,
who does what, etc.**

Less = more

**Give people chance to
work on common issues**

Day 3

- **ACTIONS**
 - Teams work on “existing”
 - Don’t get tied up with road blocks
 - Green stream team has many discussions!!

Day 4

- “Black holes” occur
- Teams change the existing
- Teams work late!

Day 5

- **Finish off changes**
- **Write up new procedures**
- **Develop action plan & communication material**
- **Set up ongoing monitoring**
- **Present results**

Unfreeze/refreeze

- **Does it ruffles feathers?**
 - communicate communicate communicate
 - But still won't be enough
- **Creates excitement (niggles help)**
- **(Most) People want to get involved**
- **Treat attendees as responsible & sensible ('cos they are!!)**

Results from Clatterbridge

- **Communication “brief” produced during workshop**
 - **Use as presentation**
 - **Print off as posters to put up in hospital**