Better Teams Through Lean

Characteristics of an Effective Team

Definition of a Team

- A team is a highly communicative group of people with different backgrounds, skills and abilities with a common purpose who are working together to achieve clearly identified goals.

Characteristics of an Effective Team

- Throughout our research via web and written publications, numerous characteristics/traits emerged on what makes up an effective team. On the next few slide are the most common traits that our team felt were critical in maintaining/building an effective team.

- These common characteristics include: Trust, Conflict, Commitment and Accountability.

Trust

- "The true foundation of successful companies, families and marriages is trust. Because trust enables people to communicate to solve problems."

Stephen R. Covey

Author of "The Seven Habits of Highly Successful People"

Trust

- Team member must trust each other.
- No Trust = No Effective Team.
- Trust is the confidence among team members that their peers' intentions are good and that they can be totally open and vulnerable within the group. Some vulnerabilities include: Skills and Training deficiencies, interpersonal, mistakes and always requesting help from other teammates.
- Trust throughout your team environment can actually help eliminate potential problems. I.e. Skills and Abilities

Trust

Trusting Teams	Untrusting Teams
Admit weaknesses and mistakes	Conceal their weaknesses and mistakes from one another
Ask for help	Hesitate to ask for help or provide constructive feedback
Accept questions and input about their areas of responsibilities	Hesitate to offer help outside their own areas of responsibility
Give other members the benefit of the doubt	Jump to conclusions about the intentions and aptitudes of others
Take risks in offering feedback and assistance	Fail to recognize and tap into one another's skills and abilities
Appreciate one another's skills and experiences	Waste time and energy managing their behaviours for effect
Offer and accept apologies without hesitation	Hold Grudges
Look forward to meetings and other opportunities to work as a group	Dread meetings and find reasons to avoid spending time together.

Constructive Conflict

- "Keeping conflict constructive helps to build decision commitment, and therefore facilitates implementation"

Michael Roberto

Author of "Why Great Leaders don't take Yes for an Answer"

Constructive Conflict

- All great relationships that last over time, require productive conflict in order to grow.

- Unfortunately most people like to avoid conflict as it usually tends to end up being destructive and personal.

- True productive ideological conflicts produce the best possible solutions to problems within the shortest period of time.

- People who avoid conflict in the name of efficiency, actually make the team inefficient because critical issues do not get resolved and they are revisited over and over again.

Constructive Conflict

Teams that engage in conflict	Teams that fear conflict
Have lively, interesting meetings	Have boring meetings
Extract and exploit the ideas of all team members	Create environments where back-channel politics and personal attacks thrive
Solve real problems quickly	Ignore controversial topics that are critical to team success
Minimize politics	Fail to tap into all the opinions and perspectives of team members
Put critical topics on the table for discussion	Waste time an energy with posturing and interpersonal risk management

Commitment

- "Individual commitment to a group effort -- that is what makes a team work, a company work, a society work, a civilization work."

Vince Lombardi

Former NFL Coach for the Green Bay Packers

Commitment

- Being a committed team member is a function of 2 things: Clarity and buy-in. Each team member has a complete understanding of the goals/objectives of the team and total buy-in on how to achieve the team goals/objectives.

- The 2 greatest causes of the lack of commitment are the desire for consensus and the need for certainty.
    - Consensus
    - Certainty

Commitment

Committed Teams	Uncommitted Teams
Create clarity around direction and priorities	Create doubt among the teams direction and priorities
Aligns the entire team around common objectives	Breeds lack of confidence and fear of failure
Develops an ability to learn from mistakes	Revisits same issues over and over again without any decisions being made
Moves forward without hesitation	
Changes directions without hesitation or guilt	

Accountability

- "Accountability breeds response-ability."
  –Stephen R. Covey

- "He that is good for making excuses is seldom good for anything else." - Benjamin Franklin

Accountability

- In the context of teamwork, it refers to knowing your role within the team and the roles and responsibilities of your team members and to call them out when their performance or behaviours are detrimental to the team.

- This is easier said than done as close teams usually spawn friendships and "calling them out" may jeopardizing these personal relationships.

- Ironically, this can cause the relationship to deteriorate faster as team members begin to resent one another for not "pulling their weight".

Accountability

Teams who holds one another accountable	Teams that avoid accountability
Establishes respect among the team as they are all held to the same standards	Creates resentment around members who have different standards or performance
Ensures that all team members contribute to the team	Misses deadlines
Feel pressure to improve when performance is slipping	Encourages mediocrity
Identify potential problems quickly by questioning one another's approaches without hesitation	Creates "Bottlenecks" in day-2-day processes
	Places an undue burden on the team leader as the sole source of discipline

Conclusion

Better Teams Through Lean

Lean Production in Healthcare

What is Lean?

- James P. Womack first coined the term "Lean Manufacturing" in his 1990 book "The Machine that Changed the World"

- Womack documented Toyota Motor Companies "Toyota Production System"

- Beginning with Henry Fords basic production principles but faced with HR, space and capital restraints Toyota had to develop work methods to produce quality vehicles at a low cost.

- The methods Toyota developed have evolved into "Lean Management" "Lean Production" or "Lean Thinking"

- The principle goal of Lean is to eliminate waste, reduce unnecessary handling, eliminate unnecessary steps and wait times and reduce inventory.

Key principles of Lean thinking

- **Specify Value**

    The critical starting point of Lean thinking is value. "Value can only be identified by the customer"

- **Identify the Value stream**

    The value stream is a specific set of actions that are essential to deliver the product or service to the customer.

- **Flow**

    Once the value has been specified and the value stream mapped Lean thinkers can consider the flow.
    How does each step in the stream fit?
    Are things done in the proper order?

Key principles of Lean thinking

- **Customer Pull**

  As a result of the first three principles, Lean managers can now make a shift from preproduction to providing the service when the customer requests it.

- **Pursue Perfection**

  As a result of the first three principles, Lean managers can now make a shift from preproduction to providing the service when the customer requests it.

Lean in Healthcare?

- As much as a lot of discussion around Lean is about manufacturing it turns out that the Healthcare is ripe with opportunities to apply Lean.

- Inventories

- Wait Lists

- Turn around times

- Internal and external dependencies.

- Forms and forms

Principle tools of Lean

- Not a tool box but a methodology.

    - DMAIC
    - Kaizen
    - 5S

DMAIC methodology

- **Define**
- **Measure**
- **Analyze**
- **Improve**
- **Control**

Define

- Define the customer and what their expectations are
- Define the boundaries of your project. The start and stop of the process your planning on improving.
- Create a map of the current process
- Define what the customers quality issues are

Measure

- Measure the process as it exists with a defined data collection plan
- Collect the data and define the defects in the process.
- Use the data to quantify the process
  i.e. The average client waits 25 days for a referral

Analyze

- Analyze the data you've collected along with the process map from the define step to identify the defects in the process and the opportunities for improvement.

    i.e. Reduce the wait time from 25 to 5 days.

- Pick the easy fixes i.e. "the low hanging fruit".

Improve

- Improve the process by implementing the solutions you've identified as the easiest methods of moving towards your goal.
- Develop your plan and implement it

Control

- Control the process to ensure the new process is adhered to.
- Resist the temptation to go back to "The old way"
- Document the process while continuing to monitor
- If the modified process has moved you closer to you goal then adopt it.
- Don't be afraid to throw an idea out and start anew.

DMAIC methodology

The DMAIC methodology is unending there's always room for more improvement.

Kaizen

- Kaizen is a Japanese term meaning "a gradual unending improvement by doing little things better, setting and achieving higher goals".

- Kaizen typically deals with quality assurance, cost reduction, meeting production quotas or delivery schedule, Safety on the job.

Kaizen

A Kaizen event is typically a very small change, one where the results of the change can be observed in short order. The change can be quickly assessed and adopted or thrown out.

5S

- 5S is a Lean tool to used to keep our work places organized free of clutter efficient and safe to work in.

- The tool is set up in such a way as to make it difficult to allow the work place to return to it's former messy disorganized self.

5S

Seiri -   Sort
Seiton-   Set in order
Seiso-   Shine
Seiketsu-   Standardize
Shitsuke-   Sustain

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Practical Application – Kelsey Trail Health Region Therapy Department

DMAIC = DEFINE

- Kelsey Trail Health Region had to define our project goals within our Therapy Department
- #1 - KTHR wanted to decrease our Physiotherapy Outpatient waiting list
- #2 – KTHR wanted to equalize therapists' caseloads

MEASURE

- Outpatient Satisfaction Questionnaires in past revealed that clients do not want to wait so long for physiotherapy services.

- Staff surveys in 2 different locations indicated that unequal caseloads affected the team negatively.

- Process mapping of current system revealed that receptionist and to handle any given referral too many times which wasted time.

ANALYZE

- This is a snapshot of what is in place now and shows where the bottlenecks are

- Bottleneck #1 – referrals sitting in a book waiting for an appointment to be given

- Bottleneck #2 – no pre-set openings in the schedule for new clients

IMPROVE

- Always use the 5 S's which are:
  - Sort
  - Set in order
  - Standardize
  - Shine
  - Sustain

Sort

- Once questionnaires were returned, the client was called and given an appointment – may be a few weeks away but they had an appointment
- Those scoring as "urgent" were seen in the next week
- The non-urgent were scheduled in the next month

Set in order

- All therapists' schedules were organized months into the future

Standardize

- Each physiotherapist was given at least one – one hour time slot each day where the receptionist could book a new client

- This not only dealt with waiting list but also equalized the therapists' caseloads between each other

Shine

- The book with referrals sitting in them was removed and the referral was given to the therapist who would be seeing the client

- The therapist knew in advance who the client was, when they were coming and had the chance to prepare for him/her

Sustain

- This can be the most difficult as we can continue with the process but there are variables that KTHR cannot control:

- KTHR cannot control the number of referrals that come into the department

- KTHR cannot control the staffing as there are maternity leaves, resignations, etc

The Final DMAIC is CONTROLS

- Triggers need to be put in place to make sure the new process is followed.

- Initially, the Therapy Director had to receive waiting list numbers at the end of each week.

- Eventually, the waiting list numbers were only reported at the end of each month.

Ultimate Goal

- **You will always succeed** if it is easier to do the correct thing than it is to do the wrong thing
- KISS again!

Celebrating!!

- It is so important to celebrate the success

Next Steps

- Re-evaluate the clients to see how they feel about the wait times now

- Re-evaluate the staff who successfully eliminated their waiting lists and equalized their caseloads

- Implement the successful changes across the region into each therapy department

LEAN tools……

- Have been used in the past to build better teams and initial indication is that our practical application has done the same

Better Teams Through Lean

CONCLUSION

Conclusion

Characteristics of Effective Teams

- Trust
- Conflict
- Commitment
- Accoutability

Conclusion

- **Lean provides opportunity for trust**

- **Conflict will come with change**

- **Lean success will foster commitment**

- **Team members must be accountable to their customers and co-workers.**