Continual IMPACT

Increase Process Speed, Capacity, and Outcomes Now

with KAIZEN



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Provided by:

www.continualimpact.com

Helping you make a bigger impact through customized training, coaching, facilitating, and performance improvement.

Impact:

- Engaged teams
- More happy customers
- Capacity (Less time & rework)
- More in-house skills & impact



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For Today

Goal: To gain a better understanding of how to increase process speed, capacity, and outcomes now by utilizing the improvement method, **KAIZEN**.

So That: You can continue growing your continual quality improvement knowledge and impact.

By (agenda):

Kaizen – What it is, Benefits it can create, The approach

Conditions: 20 minutes sharing; 10 minutes questions/answers.

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KAIZEN is…



The continual pursuit of perfection in all one does.

- Principle of Conduct: Striving for Perfection Management
- Management Strategy: Creating Organization Success
- Improvement Method:
  - Individual
  - Day-to-day
  - Special ‘Event’ Work Process

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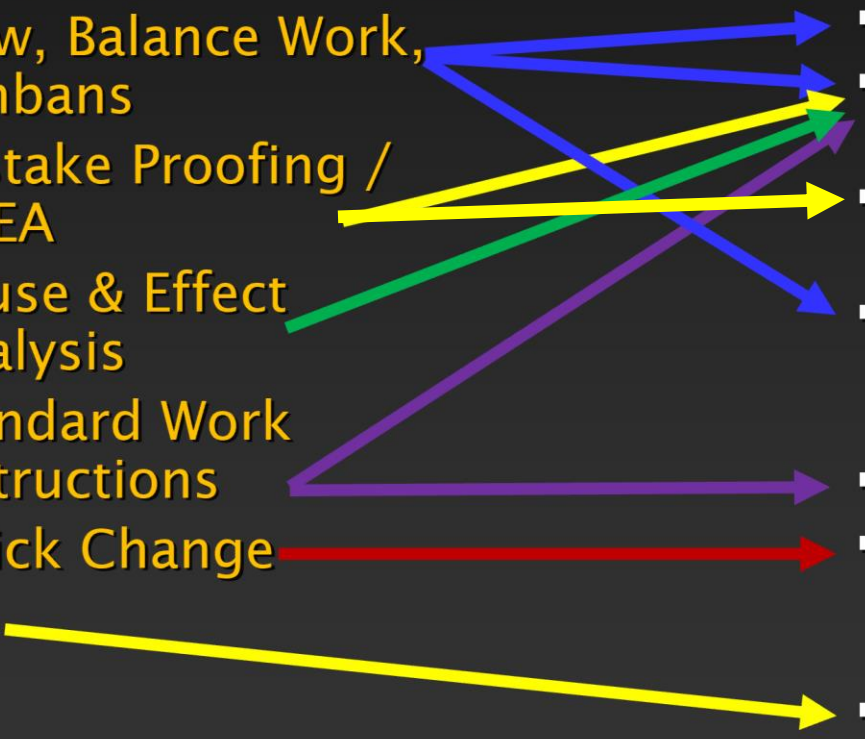
Improvement Methods

1. Kaizen — ALL
2. Value Engineering — ALL
3. Innovation — ALL
4. Flow, Balance Work, Kanbans
5. Mistake Proofing / FMEA
6. Cause & Effect Analysis
7. Standard Work Instructions
8. Quick Change
9. 5S

Forms of Waste

- ALL — Limited resources
- ALL — No longer needed activities "we have always done it this way"!
- Delays, wait
- Defects, rework loops, things gone wrong
- Extra inspections and approvals
- Imbalanced work steps (stop and wait for a person or the next step)
- Variation in work times
- Getting ready to do the work seems to take up most of the day!
- Searching and unnecessary movement & searching for people, information, and items



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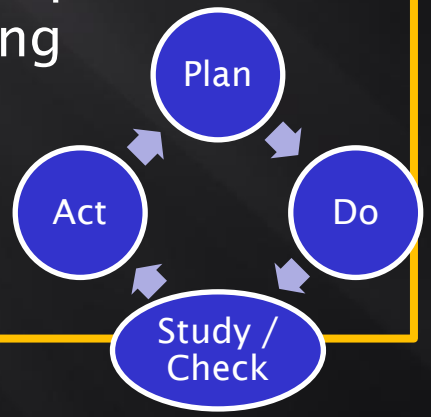
An Improvement Project vs. A Kaizen Event

Similarities

- Completing all the improvement cycle steps
- Team members are critical
- Information & data-based problem solving



Differences

- Shorter cycle time to achieve results
- Less work content time
- Less project team labor time
- Target running the new process the day after the event
- More critical:
  - Preparation work
  - Speed of Observing and evaluating Data, Testing, Making Decisions
  - Event leader's competency in leading multiple improvement methods

>40 improvement, problem-solving, and change techniques.

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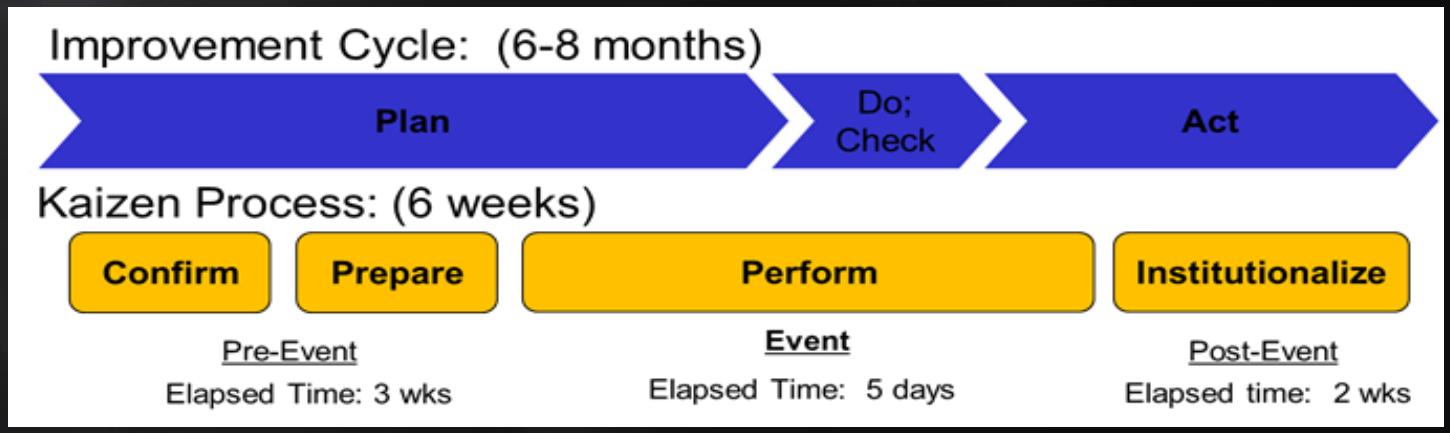
Kaizen Event

To solve problems in a work process.

- A team working through all phases of the improvement cycle in a concentrated and systematic approach.
- All of this is accomplished in a brief period of time, typically 5 consecutive days.



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Perform the Kaizen Event

Day 1: Understand the current process

Day 2: Determine the root causes of problems

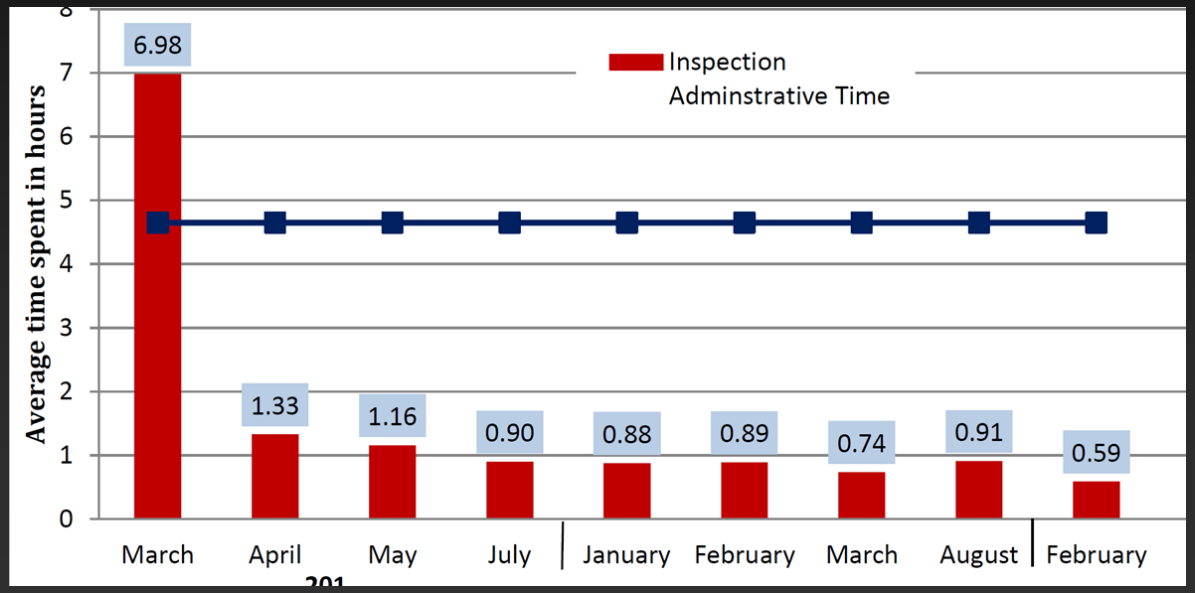
Day 3: Begin to develop solutions

Day 4: Develop & test solutions; Develop training

Day 5: Train the team

Day 6: GO LIVE; Begin realizing the benefits

GOAL: Reduce the overall time preparing, conducting, and following up with every food inspection. Perform the process consistently and accurately regardless of which food inspector performs the process.



"Kaizen shocked us, we thought that we were going to spend a week to remove 10 minutes."…instead we identified how to remove more than 340 minutes.

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Skills

Confidence in leading a team through the use of improvement techniques and job aids, quickly and effectively

1. Leadership buy-in & support
2. Project management
3. Goal setting
4. Use of data; measuring progress
5. Process mapping
6. Waste identification & evaluation
7. Root cause analysis
8. Solution innovation
9. Team engagement
10. Action planning, assignment, & ownership
11. Documenting standard work instructions
12. Developing & conducting tests of the solutions
13. Training development
14. Implement (actions & rollout)
15. Communicate (all stakeholders)
16. Helping the team prepare to embrace change
17. Improvement handoff

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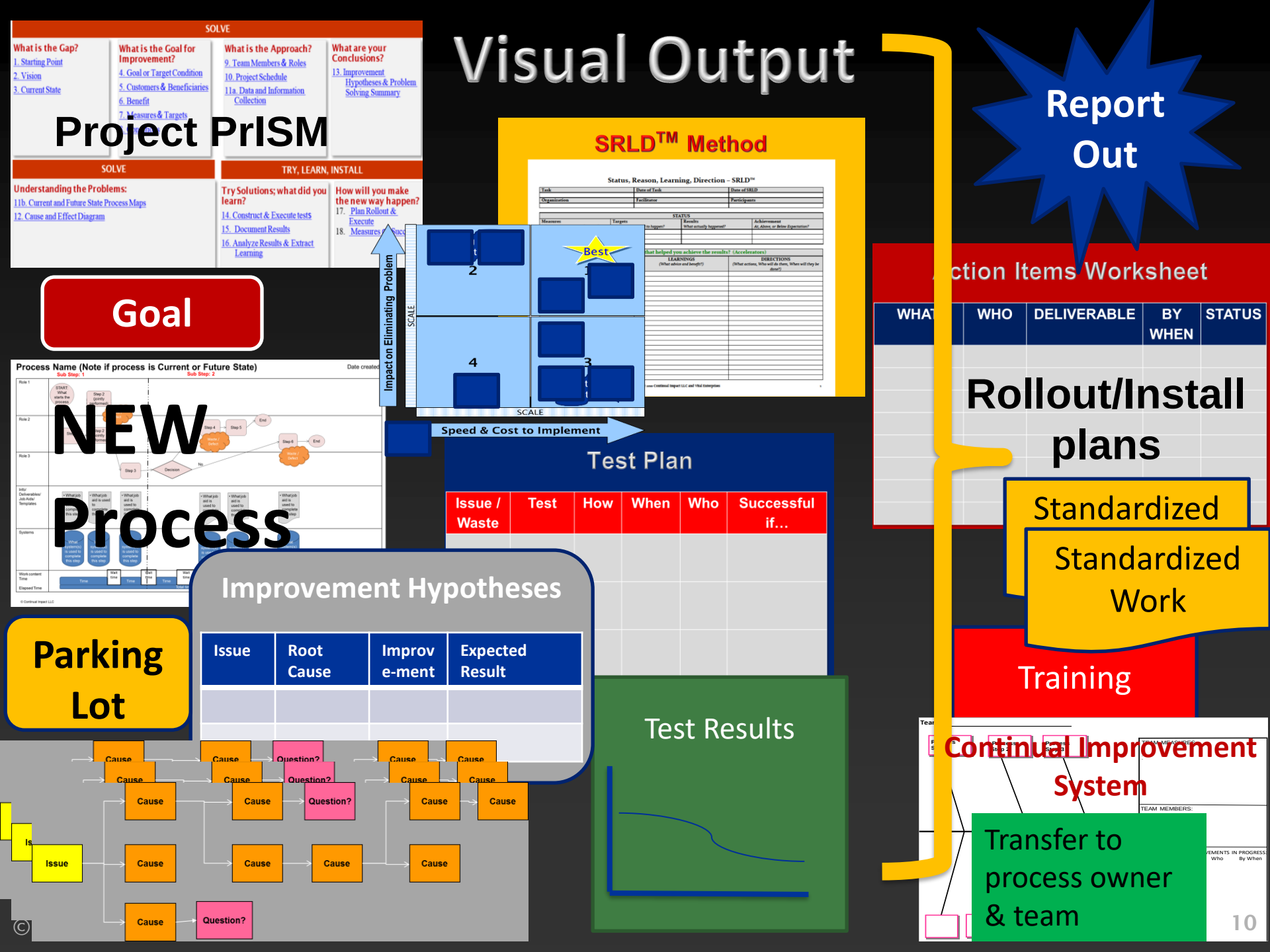
Visual Output
Report Out
Project PrISM
SOLVE
What is the Gap?
1. Starting Point
2. Vision
3. Current State
What is the Goal for Improvement?
4. Goal or Target Condition
5. Customers & Beneficiaries
6. Benefit
What is the Approach?
9. Team Members & Roles
10. Project Schedule
11a. Data and Information Collection
What are your Conclusions?
13. Improvement Hypotheses & Problem Solving Summary
SOLVE
Understanding the Problems:
11b. Current and Future State Process Maps
12. Cause and Effect Diagram
TRY, LEARN, INSTALL
Try Solutions; what did you learn?
14. Construct & Execute tests
15. Document Results
16. Analyze Results & Extract Learning
How will you make the new way happen?
17. Plan Rollout & Execute
SRLD™ Method
Status, Reason, Learning, Direction – SRLD™
Best
Impact on Eliminating Problem
SCALE
Speed & Cost to Implement
Goal
Process Name (Note if process is Current or Future State)
NEW Process
Action Items Worksheet
WHAT
WHO
DELIVERABLE
BY WHEN
STATUS
Rollout/Install plans
Standardized
Standardized Work
Training
Test Plan
Issue / Waste
Test
How
When
Who
Successful if...
Improvement Hypotheses
Issue
Root Cause
Improv e-ment
Expected Result
Parking Lot
Cause
Question?
Issue
Test Results
Continual Improvement System
Transfer to process owner & team
TEAM MEMBERS:
10

Kaizen Benefits

SPEED to …

- Benefit realization
- Increases capacity to conduct additional improvement projects
- Measurement installation and performance tracking

Demonstrate a CAN-DO change culture

- Show the organization that you can make change in a short period of time
- Timely decision making

Team member involvement & excitement for additional improvement

"Nothing has ever happened this quickly in the department before. We solved a 16-year old problem in 5 days."

"It is nice to see how proud people are and how they own these improvements and the new process."

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Kaizen TEAM MEMBER Impact

- **Improved quality of work <u>life</u> & career opportunities**
- **A sense of accomplishment from continually improving**
- **Fair participation in improvement generated benefits**



Opportunity to influence their process, make it less frustrating, grow in their personal capacity, experience a sense of ownership and, yes, have some fun!

"…the change that we are making to our organization to empower people, get them more involved in the day-to-day decision making, is going to get us better results."



"We've never been asked our opinion before, we're just told what to do. I have much more capability than people realize but feel looked down on because I'm just an operator. …Kaizen changed that!"



"This Kaizen event was a roller coaster, after I got off, I'm ready to do it again!"

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Kaizen PROCESS Impact

- Accelerated financial returns or resources (e.g., revenue, grants, margins, return on investment)
- A reputation for exceptional value to customers

Applying Kaizen reduces process waste and often produces a 20-50% reduction in work process labor content and reduce inventory 40-60%!

Grant Application; Reduction of 60-70% in labor hours per grant; approximately 6 FTES per year freed for additional value-added activities

New Employee Turnover (60%); Reduced turnover by 80% and reduced cost impact by $0.5-1M/yr.

Speed of Overhead Processes; Travel authorization and reconciliation reduced by 65-82%; Payment processing >85%, Procurement (Need to PO) by 57%

Timesheet reporting; Reduced work content (filling, approving, auditing) by 50%

Immunization insurance reimbursement; Reduced processing labor by 30% and eliminated external contractor spending

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Kaizen CUSTOMER Impact

- Increased value (performance and price) and quality
- Pleasing buying or acquiring experience
- New offerings that solve their problems

Applying Kaizen to processes often produces ***a cycle time reduction and defect reduction of 50-75%!***

Customer request for assistance; Improve speed:
<=1 call transfer improved from 11% to 80%

Processing Birth/Death Certificates; Improve speed:
time to receipt 84% reduction

STD Case Investigation; Improve speed:
time to receipt 36% reduction

Family Planning Clinic Capacity:
Increase by 25% (with same resources)

Food and Health Inspection improvements:
Improve compliance by 54%; Speed by 43%; Reduce violations by > 30%

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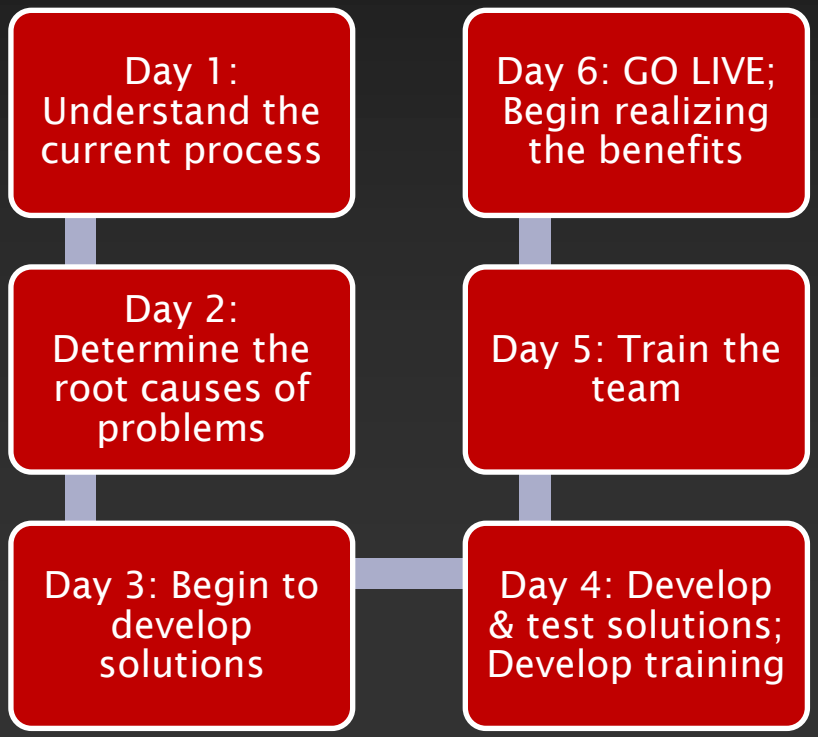
In Summary

https://www.continualimpact.com/services/sign-me-up

Kaizen: Involving team members to solve problems, in a work process in a concentrated and systematic approach, to create immediate and sometimes transformational benefits.



High Performance Focus: Creating an Improvement Plan
Jan. 16-17 + Feb. 13-14

Establish high-performance infrastructure
Mar. 19-20 + Apr 16-17

Increase process speed, team capacity, and outcomes now, with the KAIZEN process and CQI tools
May 14-15 + June 11-12

5S & Visual Controls Sept. 17-19

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Happy Holidays!

Merry Christmas

&

a New Year with Kaizen!



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