Increase Performance and Problem Solving Effectiveness

TIERED HUDDLES

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Learning Objectives

• Kaizen Leadership purpose
• Clarify the functions of tiered huddles
• Define Leadership support of tiered huddles
• Develop standardized work for huddles
• Discuss what types of things to measure to improve huddles
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Your Current State

- What does leadership mean to you?
- **How** do we lead?
  - *What are we doing every day?*
- How/when do we find problems?
  - *What do we do with problems we find?*

Kaizen Leadership System Purpose

- To support the work of our front line resulting in meeting the expectations of our patients
Main Elements

1. **Standard and Stable Processes**
   - Standards are visible, instructed, owned by someone, **able to be** followed by all.

2. **Visual Controls/Management**
   - Expected versus actual performance is evident for processes, outcomes, and problem solving.

3. **Daily Accountability Process: Tiered**
   - Daily, stand-up, brief meetings in gemba at visibility boards to confirm team has resources for a successful day.

4. **Standard Work for Leaders**
   - Standards are checked
   - Visual controls are checked
   - Andon (immediate problem) response
   - Performs daily accountability process checks **“We get what we inspect!”**

Tiered Huddles

- An overarching structure and system that manages inter-relationships between weekly meetings at every level of an organization
- Short, focused conversations by natural work group members to check work status, surface problems, take countermeasures, and plan the day’s work
Keys to Process Metrics

Enable rapid problem **identification** by front line.

Enable rapid problem **response** by management.

(Stop & Notify) (Sense & Response)

Make it normal for the flow of service to be continuous.
Reduce or eliminate stagnation.

Leader’s Role in Problem Solving

1. Provide standards for your team to know what to track, when to solve, notify or escalate. Define what a pre-problem looks like. **Tools:** process metrics, graph, chart, table, flow board

2. Model and teach everyday problem solving. **Tools:** 8-step problem solving and Problem Solving Worksheet

3. Coach team to be fire preventers. **Everyone, everywhere, solving problems every day. Prioritize time in your Leader Standard Work. Tool:** Problem Register
Three Key Questions

How did we do yesterday?

What’s our plan for today?

Is there anything we need help with?

Roll up

Organization-wide board

Clinic board

Unit Level boards

Senior Management

Middle Management

Front lines
Visual management & Tiered accountability

Tiered accountability occurs when the outcome metrics from a lower level board appear or are related to metrics at the upper level board.
Tiered Huddles

- Build the team through open and shared communication
- Support the team members
- Share work status, ideas, and other information across the team, Clinic and organization
- Quickly surface problems and potential problems
- Align the team’s efforts for the day

Visual Controls

- Purpose:
  - Find problems.
  - Achieve goals.
- Alignment of goals, outcomes, processes, and problem solving
Daily Accountability: Tiered Huddles and Checks

• Find problems by reviewing process and outcome measures

Problem Escalation Example

- If a supply can’t be found in 5 min, ESCALATE to RSN
  - Within 15 min, contact Central Supply (3-xxxx)
  - If no delivery within 1 hour, ESCALATE to ANM

- Within 30 min, contact:
  - Day Shift: (Name of contact person - (xxx) xxx-xxxx)
  - Night/Weekend Shift: (Name of contact person - (xxx) xxx-xxxx)

- If issue is not resolved within 1 hour, ESCALATE to Manager

- Within 30 min, contact:
  - Day Shift: (Name of contact person - (xxx) xxx-xxxx)
  - Night/Weekend Shift: Nursing Supervisor

- If issue is not resolved within 1 hour, ESCALATE to Director

- Within 30 min, contact:
  - Day Shift: (Name of contact person - (xxx) xxx-xxxx)
  - Night/Weekend Shift: N/A

- If issue is not resolved within 1 hour, Escalate

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From Compliance To Engagement

- Compliance
- Involvement
- Enthusiasm
- Engagement

Minimal Action
Discretionary Action

Standardized Work for Leaders

- Maintain the integrity of the standardized processes.
  - Monitor visual controls (focus on gaps: problems)
  - Establish accountability (tier to tier checks)
  - Acknowledge and respond when notified

- Find problems
  - Surface problems
  - Solve problems
Leadership Responsibility

Provisions:
• Manpower
• Process
• Workload

Outcomes:
• Quality
• Service Level / Output
• Cost / Efficiency

• In most management systems, managers typically only monitor outcomes.
• **Kaizen Leadership Systems** require that Leaders engage and coach in manpower development, process adherence and patient flow.

Huddle Leaders...

- Courage / Humility / Kaizen
- Are Good Facilitators
- Seek to Understand
- Practice active listening
- Align Resources
- Don’t problem solve during Huddle: - save for Gemba
- Focus on process not person
- Are non-blaming, non-judgmental
- Trust & Respect
- Empower, motivate, encourage
- Model Leader behavior

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### Huddle Meetings

**Purpose**
- Discuss the previous day’s work and issues, the current day’s expectations, any issues affecting today’s performance, team member concerns, etc...

**Attendees**
- The Natural Work Group/Team

**Timing**
- At tier 1 – Daily, 5-10 minutes in duration
- At tier 2 – Updated daily; Meetings either daily or weekly
- At tier 3 – Updated daily; Meetings either weekly or monthly
Key Huddle Critical Features

- Connected tiers from front line units to site level managers to regional managers
- Standard roles assigned on a rotating basis
- Standard agenda/schedule
- Focused discussion based on visual information

Review

- Review the principles and characteristics of Kaizen Leadership systems
- Clarify the functions of tiered huddles
- Define Leadership support of tiered huddles
- Design and build your department's Visual Boards
- Develop standardized work for huddles
- Conduct huddles at all levels
- Discuss what types of things to measure to improve huddles
Questions and Answers

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