

How To Get Ideas to Flow From Staff

Your staff isn't short on ideas, just an environment to ready to receive them. To the manager who wants to engage her staff in change, put these in place and watch the ideas flow.

1. Create a receptive environment for ideas – It starts with the manager then cascades to the staff. No one is above generating improvements and no one is without the ability to make improvement.
2. Address every idea received with importance. It's important to its contributor. Take the time to help the contributor develop it or to realize it's not do-able.
3. Create a system of consistent reception, feedback, nurturing, cost justifying, recognition, broadcasting, and deployment.
4. Encourage, even fight for the little idea. Idea is the life of change. It honors the person who generated it and it sends a message of value to all who are watching.
5. Develop an expectation for idea generation. Try one a month per employee. Proclaim a war on waste. Every problem that arises is great material for an idea.
6. Remove barriers which impede implementation. Get petty cash, outside assistance, approvals...whatever you can to make implementation a down-hill slide.
7. Keep the idea initiator apprised of idea status once it's submitted. Time and lack of communication work against the generation of future idea.
8. Require initiator to evaluate the total cost, including other areas impacted, and to derive the time value or potential savings from the idea.
9. Implement the idea (which turns it into an innovation) with clarity to all who encounter it. If possible, integrate needed instruction at the point of the innovation's use.
10. Broadcast the knowledge of the innovation to all who need to know of its introduction. Brag on its initiator. Take a before and after picture. Get others to apply it in their area if appropriate.

Sustain it. Catalogue your innovations to remind you where you've come from and to keep check to see if it is still enforced and useful.

The Top 10 Ways of Building a Contributing Environment

You must honor ideas to get them to flow. The mere fact that someone is willing to participate in a change is an honorable thing. It says, "Here is what I have and maybe it will help". It declares, "This is me and this is the best I have for now". It whispers, "This did something for me and it might do the same for you".

1. When you honor an idea, you honor its creator.

Recognition is its main reward.

2. An idea is often connected to the person's core, so be careful not to bruise it.

Break its trust and it may never produce another idea again. For it is painful to be rejected.

3. An idea has a short expiration date that can die of neglect.

Slow systems of evaluation dampen the potential to produce more.

4. Managers should receive each idea as a jeweled gift.

5. Focus on the little idea, for anyone can come up with a little idea.

If you are good at the little, you will be great at the big.

6. Be an idea geek yourself.

The creative spark in you may light off that in others around you.

7. Acknowledgement of an idea proclaims, "What you think is important".

For in doing so, the manager opens up fifty more ideas over the course of the creator's tenure.

8. Do everything to turn an idea into reality.

It gives hope to the next idea.

9. Treat each new idea as the culture willingness to change for the good.

It is an individual's battle against the status quo.

10. Broadcast the groundswell of improvement from ideas.

It has a ripple effect on those around it. Others jump on the bandwagon.

KAIZEN SESSION TEMPLATE

PRE-SESSION QUESTIONS

Purpose

Objectives

This Kaizen session will cover:

1 _____ 2 _____
_____ 3 _____

COMPLETE THE FOLLOWING ASSIGNMENTS DURING THE KAIZEN SESSION.

Agenda (adjustable)

2 min Change Opener

2 Min Sense of Urgency –

1 Min Revisit what a Kaizen is

2 Min Lay down a challenge...

1 Min Can I count on you...

1 Min Wrap-up. Any questions???

EXAMPLE KAIZEN SESSION

PRE-SESSION QUESTIONS

Purpose – Transition toward self-sustained change as Performance Improvement to work with other departments. Create a stronger supportive team atmosphere.

Objectives

This Kaizen session will cover:

1. Inform staff of showcasing team progress at Customer Service meeting
2. Grow the atmosphere of support in the OP Pharmacy team.

KAIZEN SESSION AGENDA

- 4 min Change Opener (business card)
Give a list of football positions: pick a position that would describe you and why. Blocker, Quarterback, Hiker, Receiver, Runner, Kicker. Ask: Can anyone member win alone?...There are different positions, one goal
- 2 Min Sense of Urgency –
- We have committed to being significantly (measurably) better at Customer Service in 2 years (time left: 14 months to go)
 - Our wait time goal for good customer service is 30-45 min, we are still ranging between 40 to 60 min
 - Paula and Duke are leaving at the end of January, working only in a coaching capacity with management and the Change Masters.
 - As a department you have to maintain the momentum of change to get there.
- 5 Min Kaizen Theme -
1. Lesson - Kaizens session here to stay. Used to gain collective feedback, work on the same focus, (g)row together, test team ideas, accept implementations.
 2. Imagine being in a perfect world...write on a post-it one supportive activity you would see here if OP Pharmacy worked as like the superbowl team (supportive, coordinated)
 - Round-robin quick-share (if time available)
 - Collect post-its (create a composite list)
 3. WIIFTT (What is in it for the team) - Theme this session how to work closer as a single team (shift to shift, location to location, tech to pharmacist,). We have to work together like a single team. Are you WIIFTT?
- 2 Min Lay down a challenge -
- Everyone is to come back next week and report how they helped a team member out.
- 1 Min Can I count each of you: Huddle and say are is everyone WIIFT!
- 1 Min Wrap-up. Any questions about the assignment.

Kaizen Session Planning Worksheet

dates:

week1
Theme
Introduction

week2
Action

week3
Feedback

week4
Evaluation

Agenda 1
Purpose

Agenda 2
Purpose

Agenda 3
Purpose

Agenda 4
Purpose

Objective

Objective

Objective

Objective

Backstage

Frontstage

Icebreaker

Icebreaker

Icebreaker

Icebreaker

Sense of urgency

Sense of urgency

Sense of urgency

Sense of urgency

Kaizen lesson

Kaizen lesson

Kaizen lesson

Kaizen lesson

Lay down a challenge

Lay down a challenge

Lay down a challenge

Lay down a challenge

Can I count on you?

Can I count on you?

Can I count on you?

Can I count on you?

Idea Card
For Communicating Improvement

Name _____

Title _____ Area _____

Ext _____ Date _____

Capture your idea before it grows cold. Use this pocket card to jot down a problem you want fixed or a solution you want to test. Best results come from those ideas within your control. The worst idea is the one not shared.

Problem: (What You Don't Like)

Solution (How to fix it)

Estimated Savings (optional)

____ Min. x ____ Occurrences per day =

_____ Min/day, wk, yr

Flow: Idea > Manager

Kaizen Work-up Form

Kaizen # _____

Date _____

Submitted By: _____ Evaluated By _____

Will this idea improve service to the patient? Yes No

Comments: _____

Will this idea decrease the chance of error? Yes No

Comments: _____

If the process is implemented, will the exact same results occur every time? Yes

No

Comments: _____

Is this the best outcome for the patient? Yes No

Comments: _____

Have you piloted this idea among your co-workers? Yes No

Comments: _____

Resources Required:

Cooperation Required:

Legal/Ethical Concerns:

Education/Training Required:

Other problems:

Implications:

Plan Steps:

Estimated Savings:

Time/Week _____ Money/Week _____

Estimated Implementation Date: _____

Kaizen Implementation

Kaizen # _____

Date: _____

Submitted By: _____

Idea	Problem	Solution

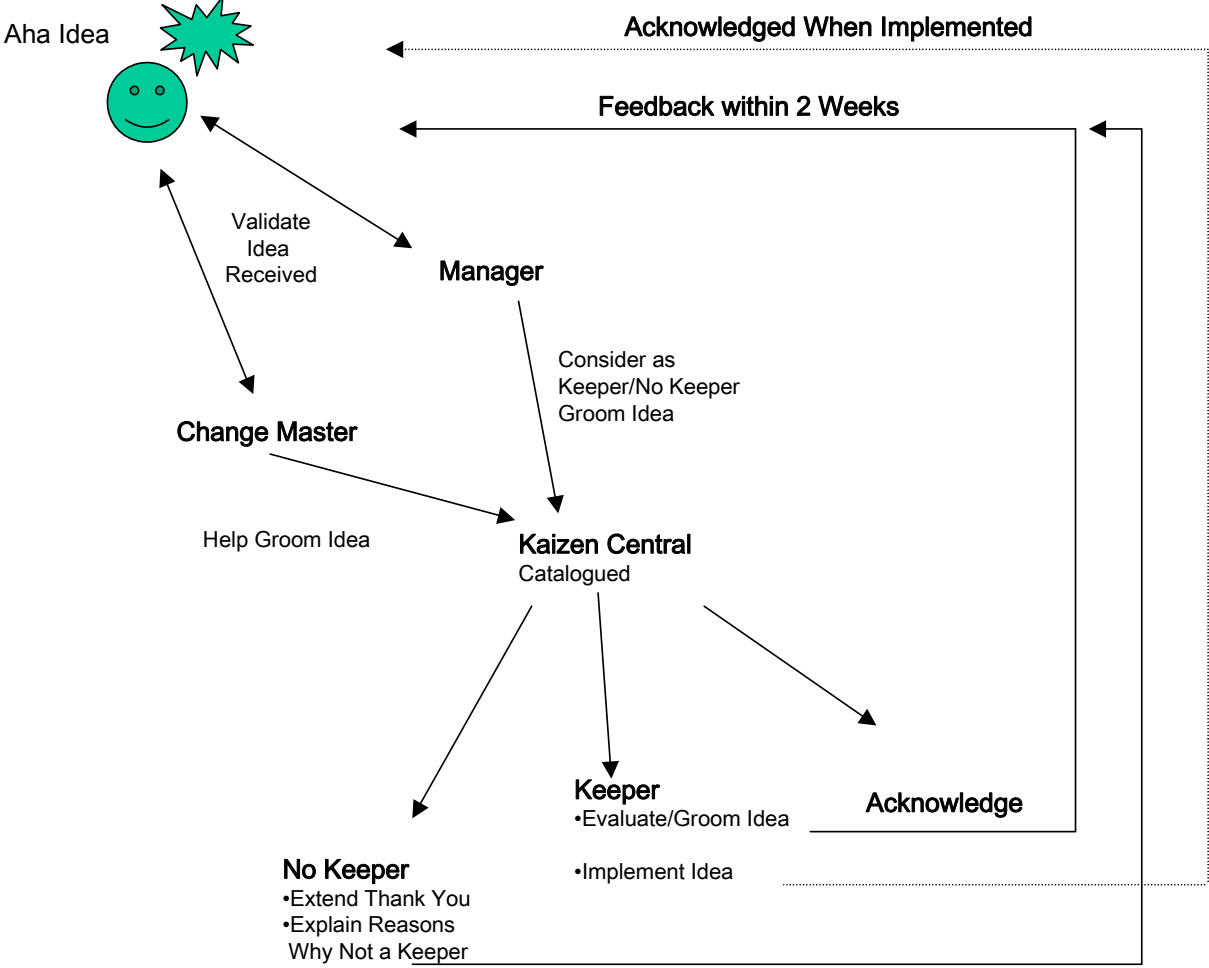
Implementation:

Date: _____

By Whom: _____

Plan

Flow For Kaizens



Kaizen's Test for the Best

Idea + Implementation = Innovation

Attachment 4



Kaizen is the Japanese term for incremental improvement proposal. It's a proposal that has sound merit, obvious benefit and fairly easy to install. It is the worker's contribution to changing the world around him. It benefits him, the customer, the company all at once. Kaizen is an idea with implementation thought, ready to apply and generalize for the workforce. To 'develop' the kaizen, place through this set of questions. The goal is to make it a 'slam dunk' for implementation.

1. Can the idea be proto-typed to be tested so its benefit can be shown? Maybe with all the features, but enough to 'test-fly' it.
2. To give it organizational alignment – which of our core values (Caring, Integrity, Discovery) will it effect?
3. Can you guesstimate the time value of this improvement. How will it have a positive impact? Even if it is a quality kaizen, it prevents time loss in rework of error. At least give it a try.
4. What other processes does it impact? Do they have to change? How?
5. What type training, educational aid will need to be in place so it's application is obvious or error-proof?
6. What will it take to sell its application? If its benefit is not evident to all, can it be tested on a trial basis?
7. What type of marketing would be necessary to sell it to the rest of the crew?
8. Don't be discouraged if a kaizen doesn't get accepted. They all aren't winners. Keep swinging. You'll make a difference.

Department _____

Kaizen #

Date Implemented: 12/XX/01

<p>Process Description: Standardized Workplace</p>	<p><input type="checkbox"/> Error Prevention <input type="checkbox"/> Streamlining <input checked="" type="checkbox"/> Delay Reduction <input checked="" type="checkbox"/> Error Detection <input type="checkbox"/> Friendlier Service <input type="checkbox"/> Culture Builder <input checked="" type="checkbox"/> Control <input type="checkbox"/> Cost Effective <input type="checkbox"/> \$\$ Increased <input type="checkbox"/> Alarm <input type="checkbox"/> Faster Cycle</p>
<p>Before Improvement: (what was happening) Each workstation varied as far as it stocking, some items were stocked in drawers which hid their stock level, stock could easily get 'messy looking.</p> 	<p>After Improvement: (how it was fixed) Depending on the draws done at the workstation a par level for each of the items was set and agreed upon. Team agreement was you never leave a station unstocked for the person behind you. New plexi-glass holders were designed by the staff, built and are now dressing up the work areas while minimizing stockout. Cost per station \$75. Value of not running out...priceless.</p> 
<p>Measurement:</p>	<p>Change Sustainer:</p>

Courtesy of Duke Rohe (drohe@att.net)
HIMSS Management Engineering & Process Improvement (ME-PI) Community
http://www.himss.org/ASP/MEPI_Home.aspCourtesy