Sustaining Daily Management with Gemba Walks: A Scheduling Model

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Problem/Impact Statement:

Every weekday, 10 GEMBA walks (11 walks, including a weekly 0500 Walk on Wednesdays) to 109 Operational Excellence teams across 4 campuses. The current framework for improvement focuses on daily data collection through the PDSA methodology. Our expanding program demand is challenging limited leadership resources to visit all KPI Boards everyday. This has led to consideration of reduced frequency Gemba walks to departments who met specific maturity/performance criteria.

Scope:

In scope: 13 teams pre-identified for the pilot, whose workflows tend to be weekly. Team must have a baseline level of performance, established by a minimum 6 months live on OpEx.

Out of scope: MMC teams, teams without a baseline, and/or MaineHealth Teams

Goals/Objectives:

1. Teams will maintain baseline or advance from their current performance level with the KPI Process and Daily Management during the 8 week pilot.
2. Teams included in the pilot progress will be similar to control group (all other departments live with Op Ex at MMC).

Baseline Metrics/Current State:

Performance is scored for 9 variables measuring engagement, PDSA, use of daily management, infrastructure.

Root Cause Analysis:

Setting clear expectations for walk participation produced no statistically significant change in participation in the morning Gemba Walk process between 2016 & 2017. Walkers were willing to participate, but the timing and frequency remained a barrier. (MMC OpEx Annual Survey, 2017)

Countermeasures

<table>
<thead>
<tr>
<th>Countermeasure</th>
<th>Owner</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders of departments with an adjusted walk frequency sign contract to support and sustain team engagement with Op Ex.</td>
<td>Suneela Nayak</td>
<td>11/13/2017</td>
</tr>
<tr>
<td>Survey sent to department leaders for feedback on progress after 1 month</td>
<td>Ruth Hanselman</td>
<td>12/14/2017</td>
</tr>
<tr>
<td>Weekly evaluations of pilot teams</td>
<td>OpEx Team, Gemba Coaches</td>
<td>2/1/2018</td>
</tr>
<tr>
<td>Continued team coaching (as provided to all other teams live on Operational Excellence)</td>
<td>OpEx Team, Gemba Coaches</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

Outcomes

Outcomes: 12 of 13 teams advanced their performance score
• 3 teams advanced two engagement levels (e.g., red to yellow)
• 7 teams advanced an engagement level (e.g., orange to yellow)
• 1 team dropped an engagement level (green to yellow)**

Conclusion: Daily Management will advance with less-than daily Gemba Walks

Next Steps

1. Continue coaching pilot teams, to ensure that performance continues to advance, and conduct quarterly audits to monitor advancing capacity for improvement work.
2. Add other MMC units to the adjusted frequency walk that meet the following criteria:
   • Teams with weekly/project-based workflows
   • Teams with stable baseline performance
   • Teams with engaged leadership and stable staffing
3. Explore how adjusted walk frequencies be successful on nursing units and in clinical areas. Pilot featured interprofessional teams, ancillary services, and administrative departments.