A Coaching and Team Performance Evaluation Model to Build Capacity for High-impact Lean Improvement

Ruth Hanselman  
*Maine Medical Center*

Mark Parker  
*Maine Medical Center*

Suneela Nayak  
*Maine Medical Center*

Stephen Tyzik  
*Maine Medical Center*

Amy Sparks  
*Maine Medical Center*

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In 2015 and 2016, Maine Medical Center (MMC) implemented Operational Excellence (OpEx), a lean-based daily management system, as the organization’s platform for improvement work. Throughout implementation, the MMC OpEx team leveraged the robust daily management system to identify coaching needs and deployed coaches to provide real-time coaching on lean improvement. As the 110 teams live with OpEx began to advance beyond daily improvement goals to improvement projects, developing a coaching system to build the toolset necessary for high-impact improvement work became imperative. Personalized coaching would help teams succeed by using targeted interventions to successfully address skill gaps and barriers to larger-scale improvement projects.

Goal/Objective:
Develop a team evaluation tool to create tailored coaching solutions to help frontline leaders and teams advance capacity for large-scale, high-impact lean improvement projects.

Baseline Metrics/Current State:

Countermeasures:

Case Study: FY2019 Urgent Care Center Progress

Individual team improved performance confirmed the efficacy of the coaching model, as the capacity for large-scale & high-impact improvement work increased, as shown by the number of Kaizens, A3s, Project Goals completed.

Next Steps:
- Strengthen MMC Operational Excellence’s position as the platform for strategy deployment and large-scale improvement
- Validate the content of the MMC Lean Improvement Evaluation Matrix
- Implement a real-time assessment tool for leaders outside the MMC team, to balance the MMC OpEx team’s evaluation
- Expand coaching model to include Maine Medical Partners ambulatory care practices

With coaching limited to post-walk follow-ups, the task of expanding capacity for improvement belonged to the MMC frontline leaders, with minimal infrastructure to support and guide change management.