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

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Problem/Impact Statement:
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 skills 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.

Scope:
In Scope: Teams coached by the Maine Medical Center Operational Excellence Team
Out of Scope: Teams coached by other Operational Excellence or Improvement programs

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:

Evaluation Process and Coaching Process, V3 (current version):
1. Raters evaluate team performance on the 9 criteria in the matrix, using a 1-6 Likert Scale (version 2 used 1-4). Scores are compared, to come to consensus.
2. Based on the resulting scores teams are placed into three categories: Improving, stable, and mature. These teams are assigned a goal, to help them learn A3 thinking: deploy project documents (improving), start an A3 (stable), complete an A3 (mature). Teams that are struggling here an intervention at the executive leader level.
3. Based on the lowest scoring domain on the matrix, the master coach develops a coaching plan for each team, to help them meet their goal. Interventions are tracked, to support PDSA cycles improving coaching.

Outcomes:
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 Kaisers, 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