

State of Maine -- Bend the Curve

Detailed Design Notes: Kaizen

P' = Participant HO = Hand-out FC = Flip Chart PW = Participant Workbook

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******* Remember that the times used in this template are approximate for one day of work. Kaizens for different purposes, using different methodologies and having different work to accomplish within the kaizen event, may take anywhere from few minutes or hours to several days. But all should use the PDCA cycle.

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7:00-8:00 Set-up and Prep for Kaizen	
<p>Purpose:</p> <ul style="list-style-type: none"> • Participants experience a well-organized, confident, competent, and professional learning experience - all in service to enabling the team to accomplish their task and have a satisfying experience. 	<p>Resources:</p> <ul style="list-style-type: none"> • Kaizen Materials/Supplies: A3; post-its; sharpies, name tags, • Time keeping device • Posters <ul style="list-style-type: none"> - Lean concepts - Team Learning Norms • Team Charter
<p>Methodology:^{*1}</p> <ul style="list-style-type: none"> • Orient yourself to the facility (safety routes and hazards, restrooms, break rooms, lights, heat, ventilation, etc.) • Prepare the room. <ul style="list-style-type: none"> ○ Arrange table and chairs in semicircle as close to front wall as possible. ○ Post Kaizen A3 poster on the wall in front of team. ○ Post “Parking Lot” ○ Post “Assumptions” [About anything that comes up during the Kaizen.] ○ Hang posters: Lean Principles/Concepts, Kaizen, Team Learning Norms, BTC Goals (if applicable), 8 Wastes. • Assemble materials so visible and easily accessible. • Have two easels/pads with markers and tape. • If using, set up computer and projector and call up programs. • Have participant materials at each seating area: <ul style="list-style-type: none"> ○ KAIZEN Participant Workbook (Hand-outs) ○ Team Charter. ○ Sharpie ○ Name tag (if needed) • Create a “Welcome” flip chart • Lead CI-P check-in with kaizen “staff” to ensure alignment.^{*2} • Greet participants as they arrive. 	<p>Notes:</p> <p>★ 1. Kaizen and kaizen blitzes especially should be fast-paced. As a result, there is often little/no time to make significant adjustments. Be sure that you have been very thorough in your preparation!</p> <p>★ 2. Staff includes faculty (internal and/or external consultants), certified CI-P, CI-P’s in training, or CI-P Observers. The Lead CI-P is responsible for managing the staffing “huddles” and meetings.</p>
<p>Comments:</p> 	
8:00 – 8:30 Start-up in Kaizen Team	
<p>Key Ideas: 1) Improving the work is the work. 2) Leadership support and commitment to improvement changes. 3) Developing a responsible Learning Community /Team.</p>	
<p>Purpose:</p> <ul style="list-style-type: none"> • Set a tone of openness, learning, curiosity, and support in tandem with 	<p>Resources:</p> <ul style="list-style-type: none"> • Flip chart (FC) for check-in or

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<p>commitment and ownership.</p> <ul style="list-style-type: none"> • Clarify expectations and create a shared understanding of the direction for the day. • Begin developing a unified identify as a team. • Establish trust, openness, & credibility as a CI-P. • Model effectively facilitating team work. 	<p>introduction task</p> <ul style="list-style-type: none"> • Posters • HO • Participant Workbooks
<p>Methodology:</p> <ul style="list-style-type: none"> • <u>Sponsor or Manager welcomes participants.</u>^{*1} Some points to talk to include:^{*2} (Take no more than 10") <ul style="list-style-type: none"> - Appreciation to participants for participating. - Explain: Learning facilitates change, and we're here to learn <u>and</u> apply new concepts and tools. This is to learn and do at the same time. - Link this improvement work to larger organization context. - <u>Emphasize:</u> That "this is the work" --improving the work is part of work -- it is not an add-on. - Explain the request for support from BTC & introduce the lead CI-P. • Lead CI-P: Introduce yourself and any CI-P partner(s) and observers. <ul style="list-style-type: none"> - Elaborate briefly on the purpose of the improvement effort and BTC's role in it. - Explain each CI-P's role and what the P's can expect from you as you work together. - Inform P's that the CI-Ps will be working as a team and so will trade-off back and forth and will augment and support what each other is doing/saying.^{*3} - Tell P's that you will be meeting with the other practitioners during breaks and lunch in order to review where we are in our agenda and to make course corrections as needed. <ul style="list-style-type: none"> o <u>Explain:</u> <i>We are also learning, so we debrief with each other, and give each other feedback. We will check-in with the Sponsor/Manager as well to elicit feedback. We call this "staffing."</i> • Briefly review with P's: <ul style="list-style-type: none"> - Safety exits - Logistics, restrooms, etc. - Introduce the <i>Participant Workbook</i> and explain its use throughout the intervention & any new Hand-outs for the Kaizen. - Review agenda and outcomes. - Review Team Learning Norms.^{*4} - Explain purpose of "Parking Lot" and "Assumptions"^{*5} • Ask for Participant introductions. Ask for some kind of introduction (name and role in the organization) even if it appears everybody knows each other. • After introductions, conduct a Check-In. You may tailor the check-in questions or exercise to the specific needs of the team. <ul style="list-style-type: none"> - Choose <u>one</u> of the following options for Check-In and FC responses.^{*6} <ul style="list-style-type: none"> o The single thing that I most want to improve about 	<p>Notes:</p> <ul style="list-style-type: none"> * 1. While you may choose to start the improvement intervention yourself, having the Sponsor or Manager start up the session re-enforces, from the beginning, that this is <u>their</u> work, their responsibility, their decisions -- not BTC's. * 2. Minimum talking points – Provide and discuss these with the Sponsor/Manager <u>before</u> the improvement intervention. * 3. Explaining this "tag" team approach is important so that P's are comfortable with it and don't perceive the trade-offs / augmentations as the CI-Ps being critical or correcting one another. The two perspectives are the purpose of having two CI-Ps. * 4. If you wish, you can ask the P's to quickly list their own <i>Learning Norms</i> and FC these – OR – you can ask if they have any additional ones. * 5. Keep in mind that the "Parking Lot" can serve a very useful function in curtailing related but not relevant discussion/topics while validating them by documenting them (FC) for future action. * 6. Flip charting the responses is

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<p>our work is _____.</p> <ul style="list-style-type: none"> ○ What I expect of our team and myself <u>over these (n) days</u> is _____. ○ What I can contribute to this Kaizen Team is _____. (That is, how I will support the success of this team.) ○ What will be most challenging for me over these (insert the amount of time planned) is _____. And what I would like for support from the team is _____. <p>• Check with P's to see if there are any other logistics they have questions about.</p>	<p>important and useful so that at the end of each session and the intervention, the CI-Ps can check back with the P's to see how well these are being / were addressed and make adjustments as needed.</p>
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Comments:

8:30 – 9:00 Review Kaizen Charter

Key Ideas: 1) Kaizen Scope - scope of the improvement work to be done. 2) Importance of boundaries. 3) Understanding of roles.

Purpose:

- Insure clarity and alignment about the purpose and scope / boundaries of the KAIZEN.
- Model effective team process.

Resources:

- Team Charter

Methodology:

- Invite the KAIZEN Manager or Sponsor to read/review the team Charter*¹, asking participants to reference their copy in their PW or HO.
- Ask if there are any questions, comments, or concerns about the scope/boundaries? If the work to be done over the next _____ hours/days is understood?*²

Note: Here we mean the boundaries of the work to be done in this Kaizen (define Kaizen: “to make better” or “continuous improvement.” It is a focused, quick [rapid] improvement event).

- Sponsor/Manager responds to questions, comments: either in person by telephone (if the Sponsor is not present).
- Only the Sponsor can expand or contract the scope / boundaries.

- Tell P's that the team will keep its work focused on what happens within this scope (or between these two boundaries – as appropriate). If things come up outside this, they will be captured on the “Parking Lot”.

Notes:

- ★ **1.** This review of the scope of work should not be slighted. But, it is important that the Sponsor/ Manager understand all of it and can present (and discuss) it clearly with the rest of the team.
- ★ **2.** It is critical that the team members be explicitly empowered (and they know it) to implement the recommended changes, with the support of an effective implementation manager. Without this, as we have all experienced, the improvement effort cannot continue, work will revert to “as

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<ul style="list-style-type: none"> • Ask if the measures are accurate and on target. • Review the Improvement Project Roles and Responsibilities (in their PW). <ul style="list-style-type: none"> - Briefly point out again what the team member's role^{*3} is, and how important active, collaborative implementation will be to collective success. • Elicit questions, comments, and ensure clarity. • Capture unanswered questions/issues on Parking Lot as needed. • As appropriate (not every Kaizen requires a data manager), if nobody has yet been assigned the data manager role^{*4} (tho' this typically would have been part of the chartering process), ask for volunteer. If no volunteer, Manager assigns. The Data Manager - <ul style="list-style-type: none"> - Documents data under the direction of the Practitioner. - Commits for the duration of the kaizen improvement project. • Transition to the next piece of work: understanding the underlying framework and methods for the work to be done. 	<p>is", and team members will lose trust in future improvement / change efforts.</p> <ul style="list-style-type: none"> *3. Team size should reflect the scope of the kaizen & should have been decided in the chartering, but generally 6-8 people (max. of 12 if at all possible), with team members chosen from the kaizen work area <u>and for a purpose</u>. If possible, it can also be helpful to include upstream & downstream workers and customers. *4. The goal is to have a regular team member be the data manager so that they can learn how to do it, thus increasing the internal capacity to work with data and do it for themselves.
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Comments:

9:00 – 9:30 Understand Kaizen Framework & Methods

Key Ideas: 1) The Five Lean Principles. 2) What is Kaizen? 3) Why Kaizen? 4) PDCA process and thinking (problem-solving mindset & culture) & its applicability everywhere.

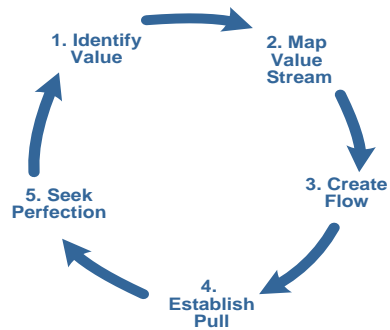
<p>Purpose:</p> <ul style="list-style-type: none"> • Understand the nature, role, and place of the Kaizen in the improvement of the process. • Get everybody on the same page about what the Kaizen is. • Understand the Kaizen scope/boundaries. • Continue to develop a process mindset. • Engage participants in order to create commitment and ownership of the work and process. • Build the team's collective understanding of the kaizen and PDCA processes as a base from which to work. 	<p>Resources:</p> <ul style="list-style-type: none"> • Participant Workbook: Worksheet: Kaizen A3 • Kaizen Poster
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<p>Methodology:</p> <ul style="list-style-type: none"> • Elicit from P's their understanding of what Lean is and ask for examples.^{*1 *2} 	<p>Notes:</p> <ul style="list-style-type: none"> *1. Keep the "learning" segments focused on what is essential for
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• Discuss from the Workbook: **What is Lean?** Highlight the five Lean concepts (value, value stream, flow, pull, perfection):

- 1) Know your customer/client – who they are and what they want and when.
 - The customer defines the **value** for the specific product/service.
 - 2) Identify the steps in the **value stream**. Keep the process simple (eliminating waste, steps that don't create value).
 - 3) Change the value stream so that the product/service **flows** smoothly toward the customer.
 - 4) Assure flow at the rate/demand or **pull** of the customer.
 - 5) Continually improve in pursuit of **perfection**.
 - Begin the process all over again.
 - Work toward doing “it” right the first time.
- plus --
- 6) *Involve and empower employees in this process – they know the work; they know the problems; and they know solutions. Remember, Lean is all about people- both the people doing the work and the customers.*



THE FIVE LEAN PRINCIPLES*

* adapted from LEI at lean.org

• Pointing to the Kaizen poster, describe and discuss what a kaizen is:

- The foundation of Lean – of continual improvement.
- Focuses on eliminating waste, improving productivity, and sustaining targeted improvements.
- Plan-Do-Check-Act process & thinking. (see below)
- Short-term, quick, focused improvement project –
 - Speeds up the change process.
 - Small, incremental changes that add up to big improvements.
 - Typically, low-cost / no cost solutions that can be implemented every day.
 - Puts solutions into place – into the work – quickly, with deliverables and persons responsible for the changes.
- Over time, becomes a philosophical shift in how you do your work – constantly looking for a better way.

team members to understand for this kaizen. This is about making changes/improvements quickly. It may not, for example, be important for the team to understand SMED or DMAIC, control charts, or Takt Time's work balancing/leveling use.

- ★2. Adjust this segment as needed to reflect the existing Lean knowledge of the team members. They may, for example, already be very familiar with this through participation in other improvement events. However, be careful not to assume they know and understand.

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- Ask P's how it relates to process:

- Solves “priority” problem(s) -- often identified in Value Stream Mapping – opportunities to eliminate waste, for quick improvement.
- Brings together workers from different functions and levels to identify and/or address the problem/process.
- Bridges current condition and targeted ideal situation.
- Accomplishes in day(s) what other methods take months to get done, if at all.

- Briefly, go over this Kaizen's methodology so that P's get an idea of what they are about to do and explain that this can be used in various situations – pointing to the A3 poster of the kaizen framework and Refer P's to their **Worksheet: Kaizen A3 & the 10-Step Kaizen process** in their Participant Workbooks:^{*3}

This Kaizen consists of the following ten-step structured approach/process, using the Plan-Do-Check-Act cycle (a continuous improvement, critical thinking method):

- **PLAN** (Planning the Solution)
 - Define the problem.
 - Define & document the current situation.
 - Visualize the ideal situation.
 - Define measurement targets.
- **DO** (Solutions Design)
 - Brainstorm solutions to the problem.
 - Develop a Kaizen Plan (a list of to-do items).
 - Implement any of the plan that can be implemented during the kaizen.
- **CHECK** (Solutions Implementation)
 - Measure, record, and compare results to targets.
 - Prepare summary documents.
- **ACT / ADJUST** (Solution Follow-up)
 - Prepare short-term action plan (30 day to-do list), on-going standards, and sustainment plan.
 - Based on results seen during Checking, adjust the “solutions” and plan accordingly.
 - Start the PDCA cycle all over again.

- Ask if there are any questions.

***3.** Note that this Ten-Step Kaizen process can use/be part of a variety of other improvement and change methods such as VSM, 5 S, PDCA, SCORE (Select-Clarify-Organize-Run-Evaluate), project management, DMAIC (Define-Measure-Analyze-Improve-Control), etc.

Comments:

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<p>9:30–10:15 Building the Kaizen A3</p>	
<p>Key Ideas: 1) Specific and agreed-upon problem definition. 2) The kaizen content <u>and</u> process (A3) they are about to go through. 3) What is a good and appropriate measure. 4) Owning the improvement and implementation work.</p>	
<p>Purpose:</p> <ul style="list-style-type: none"> • Get everybody on the same page about what the Kaizen Problem and ideal/target situation are. • Understand the Kaizen scope/boundaries, identify the ideal situation, and develop measures to know if the solution(s) is actually successful. • Continue to develop a process mindset. • Engage participants in order to create commitment and ownership of the work and process. 	<p>Resources:</p> <ul style="list-style-type: none"> • Kaizen A3 • Kaizen Charter/PW • Sharpies
<p>Methodology:</p> <p><u>In Whole Team:</u></p> <ul style="list-style-type: none"> • Refer the P's to their Kaizen charter to assist them in building the A3 on the wall. • Record the response(s) on the A3 poster, building consensus as each area is addressed.*¹ • Ask the P's to begin by defining the current situation/problem. What do they know about it as it stands now? *² • Ask the P's to continue by describing the background/context for the problem/theme/issue. What is important to know? Why is it being addressed? • Continue to work with the team to – <ul style="list-style-type: none"> ○ Identify the ideal situation/targets/goals & define the specific measures*³ needed to know if the expected results/targets are achieved. ○ Identify/analyze the root cause(s) of the problem/issue. *⁴ • Stress to team members that keeping a focus on viewing the problem, in a given area, related to the product, will help them to be specific about the changes they wish to implement. 	<p>Notes:</p> <ul style="list-style-type: none"> * 1. It's true that the Charter (if there is one) may already contain some/all of this information and it would be simple to have already transposed that existing content to the A3, but keep in mind that the <u>writing of it on the A3 poster with the team</u> is an opportunity for the team members to internalize it and make it their own. * 2. Most teams gravitate to the <u>problem first</u> and foremost & then are able to describe the context. This is OK and in most instances makes sense. Keep in mind, however, that sometimes the improvement work will have meant going to the <u>gemba first</u> and identifying the problem from there. * 3. Be prepared to describe <u>what makes for a good measure</u>, as well as the different types of measures & which would be appropriate to meet the specific need in this instance. This also lays the groundwork for the measures in the kaizen implementation plan. * 4. Be prepared to <u>conduct a root cause analysis</u> if and as appropriate. <u>Use the simplest</u>

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	<p><u>tool appropriate</u>, such as the 5 Whys, Fishbone Diagram, etc.</p>
<p>Comments:</p>	
<p>10:15–10:30</p>	<p>Break</p> <ul style="list-style-type: none"> • Meet with your Practitioner team. Elicit feedback and make any course corrections.
<p>Comments:</p>	
<p>10:30–10:35</p>	<p>Prepare to do the Work</p>
<p>Key Ideas: The critical value of identifying the scope of the work to be done and having a clear, <u>shared</u> understanding of this and the context.</p>	
<p>Purpose:</p> <ul style="list-style-type: none"> • Continue to develop a process mindset. • Engage participants in order to create commitment and ownership of the work and process. 	<p>Resources:</p> <ul style="list-style-type: none"> • Any background materials required.
<p>Methodology:</p> <ul style="list-style-type: none"> • Pointing to the Kaizen A3 poster, explain that the team will now begin their improvement work on <i>(insert a description here of the work to be done, based on the Charter)</i>.^{*1} <p style="padding-left: 40px;"><u>For example:</u> <i>Streamlining and radically reducing the existing eleven forms and designing a new, single form.</i></p> <ul style="list-style-type: none"> • Briefly review any background materials needed to proceed with the work, asking if P's understand the task and the material. 	<p>Notes:</p> <p>*1. This is “WHAT” the team will be doing/addressing. This is the purpose, the task of the kaizen. You may decide that it would also be helpful for the team to develop its Mission Statement for this improvement effort (that module’s design notes are in the VSM design notes). “HOW” the team will go about</p>

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	doing this work is addressed in the segment below.
<p>Comments:</p>	
<p>10:35–11:45 Identify Improvement Approach/Activities</p>	
<p>Key Ideas: Involvement/ownership of team members in the method they will use to achieve the work/goal/purpose of the kaizen.</p>	
<p>Purpose:</p> <ul style="list-style-type: none"> • Quickly generate ideas about the team’s proposed approach to solutions & develop collective consensus (identifying “solutions” to move from the current toward the ideal situation that team members are willing to commit to make happen.) What is the approach to be used in the kaizen itself to accomplish the work to be done? • To continue to link team members together. • Model good project management skills. 	<p>Resources:</p> <ul style="list-style-type: none"> • Flip Charts
<p>Methodology:*1 *2</p> <p>Break out into groups (if appropriate) --</p> <ul style="list-style-type: none"> • Tell the groups: That they will now “brainstorm” the approach and activities needed within the kaizen to move from the Current Condition toward the Ideal Situation (to the goal of the kaizen): <i>What must be done to make the improvements? How will they approach this?</i> <p><u>Using the above example: streamlining and radically reducing the existing eleven forms and designing a new single form by identifying what information belongs on which form, what information can be eliminated/combined, which forms can be combined, etc.</u></p> <p><i>(In this instance, the Team Members should all have received, for their review beforehand, a copy of all the forms under consideration.)</i></p> <ul style="list-style-type: none"> • Emphasize that they need to : <ul style="list-style-type: none"> ✓ DO THIS WORK QUICKLY ! ✓ KEEP THE ACTION ITEMS BRIEF. • Ask them to record their proposed improvement activities on the flip charts. • When the groups are done, ask them to move/tape their work in 	<p>Notes:</p> <ul style="list-style-type: none"> * 1. <u>This team brainstorming segment is used only when an approach/methodology has not already been identified and design notes have not been completed.</u> For example, a known, classic 5 S or a Root Cause Analysis may not need this segment or a specific-to-the-work-to-be-done methodology may have already been developed and agreed upon with the Sponsor/Manager. In that case, <u>carefully and clearly explain the method that will be used, address any questions, and move directly to <i>Begin</i> to do the improvement work.</u> * 2. Remember that the times in this template are approximate for one-day of work. Kaizens for different purposes, using

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<p>the central place.</p> <ul style="list-style-type: none"> • In whole team: Ask each group to quickly and briefly present their approach. • Discuss similarities and differences & reach consensus with the team re: the approach to be used in this kaizen to achieve the needed changes (list of to-do items). 	<p>different improvement methods, may take anywhere from a few minutes or hours to many days.</p>
<p>Comments:</p>	
<p>10:45–11:45 or after Lunch</p>	<p>Begin the Work</p>
<p>Key Ideas: 1) Active participation by all team members, different perspectives. 2) Building ownership. 3) Importance of adhering to process.</p>	
<p>Purpose:</p> <ul style="list-style-type: none"> • Continue to develop a process mindset. • Engage participants in improving and owning the work and process. 	<p>Resources:</p> <ul style="list-style-type: none"> • Relevant context, background, reference materials.
<p>Methodology:</p> <ul style="list-style-type: none"> • Carefully and clearly review the methodology that will now be used to address their improvement work, being certain that the P's understand both the work scope and the method they will use to accomplish their kaizen work.^{*1 *2} • Begin the work. <p>--- This is the core of the Kaizen.</p> <ul style="list-style-type: none"> – <i>Insert methodology for the work to be accomplished</i> <ul style="list-style-type: none"> • Announce lunch & the time to be back, ready to work. 	<p>Notes:</p> <p>*1. Implement (do & check) any of the team's proposals that can be implemented during the kaizen event.</p> <p>* 2. Provide P's with any materials (data, laws, etc.), worksheets, work task descriptions needed (or flipchart).</p>
<p>Comments:</p>	
<p>11:45–12:30</p>	<p>Lunch</p> <ul style="list-style-type: none"> • Meet with the staff. Elicit feedback & make any changes to improve the experience for

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	the team. • FC	
Comments:		
12:30–2:30	Continue & Finish the Work	
Key Ideas: 1) Active participation by all team members, different perspectives. 2) Building ownership. 3) Importance of adhering to process.		
Purpose:		Resources:
<ul style="list-style-type: none"> • Continue/Finish the improvement work to be done to move from the current condition to the ideal situation. • Continue to develop a process mindset. • Engage participants in improving and owning the work and process. 		
Methodology:		Notes:
<ul style="list-style-type: none"> • Continue (& finish) the work started. 		
Comments:		
2:30 – 2:45	Break	
	<ul style="list-style-type: none"> • Meet with your practitioner team. Elicit feedback and make changes as needed. • Assess where team is with time and task, and make any adjustments needed. Identify Next Steps. 	
Comments:		

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5) Use of good Project Management in implementation.

Purpose:

- Create a plan to move from the current state to the ideal situation that team members are willing to commit to make happen.
- To continue to link team members together as they prepare to implement their plan.
- Model and build good project management skills.

Resources:

- Worksheet: Implementation Plan (paper or computer)
- Calendars

Methodology:

In the whole Team:

- Ask each group to **briefly** report their proposed implementation activities to the rest of the team. (No more than 5 minutes each.) Explanations and justifications are not needed at this point.
- Write the name of the kaizen at the top of the Plan Poster/Spreadsheet/Flip Chart as appropriate & continue to document the work below.*¹
- Explain that the whole team will now work together on developing a single implementation and sustainment plan, agreeing on the specific improvement actions to be entered in the unified plan.
 - ✓ *Remind the P's that this is the beginning of an incremental change and improvement process – that this is their first cut at it, their first incremental steps.*
- Ask the P's to:.*²
 - ✓ If using stickies, to organize the stickies into groups of like (put stickies on top of each other) or related activities. When done, ask them to name each broad Change Cluster (starting with a verb) on a plain piece of paper above/below the cluster.
 - ✓ If using flipcharts, identify duplicates and related activities (naming each group)
 - ✓ Step back mentally from their Change Activity Sheets/Change Clusters and think about which change/activity has the highest priority (which should be done first).*²
- Ask the P's to:
 - ✓ Name the Change they would make first and then the Actions needed to achieve to it (move the stickie notes to the cluster name paper or straight on to the Plan itself) . Be sure that action/change language is used for all improvement actions. (Starts with verb.).
 - *Be sure to get consensus on items as you add them to the plan.*
 - ✓ Identify the Responsible Person & planned Due Date for each.
 - *Consider the critical path and sequencing for the activities (e.g. does one have to be done before another can be started?)*
 - ✓ Provide the Measure(s) to determine if the change has been successful and is an improvement.
- Continue this work until all the changes & related actions are completed.

Notes:

*¹. Use the Implementation Plan – poster(s) – as many as are needed.

*². You may choose to use any one of the multi-voting/prioritization methods to arrive at these determinations.

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<ul style="list-style-type: none"> ✓ Be sure to include actions/activities for managing the implementation of the plan. (e.g. plan for weekly/monthly implementation progress meetings, etc.) See segment below addressing this. ✓ Include how the team will get help when needed. It could be facilitation, support, decisions, coordination, etc. <ul style="list-style-type: none"> • Be sure to identify and capture any further improvement efforts needed (kaizens, VSMS, 5S, etc.) and include them as improvement action items in the Plan. • Explain: This initial plan (both the hands-on and electronic versions) will be handed over by the CI-Ps to the Kaizen Sponsor, Manager, and the team who will “finalize” this first plan iteration. The Plan reflects their work and expertise and is <u>their responsibility to implement, maintain, and update</u> <p>As time allows:*3</p> <ul style="list-style-type: none"> • Fill in the barriers & gains. Identified barriers*4 must also have the countermeasures, the actions, to address/overcome them. • Enter these countermeasures as new change actions into the plan. • Fill in the estimated benefits/gains/savings for each recommended change action/activity: <ul style="list-style-type: none"> - Also don't forget gains from <u>material</u> reduction such as: paper, ink, forms, postage, envelopes, travel costs, etc. • <u>Do not omit the measures and/or deliverables for each change action!</u> 	<p>*3. During a short kaizen, for example, you may not have time for anything other than the recommended actions, responsible persons, and the planned due dates. In that event, the team must complete the remainder of the plan within one month of the kaizen. The Improvement Intervention Manager is responsible for ensuring this gets done. Get a commitment to make that happen!!!</p> <p>*4. In identifying barriers and countermeasures for each change action, you might consider using a tool/method such as Failure Mode & Effects Analysis (FMEA).</p>
<p>Comments:</p>	
<p>4:15 – 4:25 Establish Follow-Up</p>	
<p>Key Ideas: 1) Team ownership of the implementation <u>and</u> sustainment of the improvement work and thinking. 2) Understanding of overall structure, view, strategy of the Plan. 3) Use of good Project Management in implementation.</p>	
<p><u>Purpose:</u></p> <ul style="list-style-type: none"> • Recognize that the work is not finished and provide a structure and mechanisms for plan management and follow-up. 	<p>Resources:</p>
<p><u>Methodology:</u></p> <ul style="list-style-type: none"> • Ask P's to identify actions/activities for managing the implementation of the plan. For example: <ul style="list-style-type: none"> ✓ plan for weekly/monthly implementation progress meetings; 	<p>Notes:</p> <p>*1. <u>Lesson Learned:</u> It is absolutely critical that the CI-P</p>

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<p>communications infrastructure – not only within the team and the Manager with the rest of the team but also with leadership/senior managers and all others relevant to the work;</p> <ul style="list-style-type: none"> ✓ identification of & strategy for emerging problems/barriers; ✓ work/improvement materials-information [maps, A3, progress on plan implementation, etc.]; ✓ continued support from/relationship with CI-P & BTC; and ✓ so on) <ul style="list-style-type: none"> • Elicit who will work with Manager and Practitioner to make that happen. Manager to schedule other follow-up activities and consult with the rest of the P's. • Facilitate a discussion that results in the team committing to a minimum of 30 minutes per week (or an hour every other week -- as appropriate to the work being done) to discuss progress to plan, acknowledge successes, and get help removing barriers. <ul style="list-style-type: none"> ○ This is not optional. How this happens is up to the team. That it happens is not. • Explain that, if needed, BTC CI-Ps would be available to work with the Sponsor & Manager and the rest of the team for continuous improvement expertise/suggestions in the kaizen's follow-up activities.*¹ 	<p>does not inadvertently become part of or be seen as being part of or bearing any responsibility for the improvement implementation. <u>Implementation is the responsibility of the team members, not the CI-P.</u> For example, in order to assure this, the Sponsor or Manager should be clearly in charge of <u>and</u> lead implementation/ progress meetings and work sessions. It is important that the team “own” the work and are increasingly able to move forward themselves. This is their work, and they should not, in fact, even be willing to have someone else perform this function. The CI-P's role should be one of consultation and support.</p>
<p>Comments:</p>	
<p>4:25 – 4:30 Wrap-Up</p>	
<p>Key Ideas: 1) Addressing of initial concerns. 2) Acceptance of personal and team responsibility for the learning achieved and the work done. 3) Appreciation of each other and commitment to continuing support.</p>	
<p>Purpose:</p> <ul style="list-style-type: none"> • Acknowledge the work completed and give appreciation to each other. 	<p>Resources:</p>
<p>Methodology:</p> <ul style="list-style-type: none"> • Summarize action items – next 3 things that will happen, with names, when, and where. • <u>Check-out:</u> Round robin, ask P's to give a word/phrase about whether they addressed the single most important thing they wanted to improve that they had identified at the beginning of the Kaizen (or whatever the check-in was).*¹ • When the last person has spoken, give your thanks and appreciation to the team for the work they have done. • Celebrate! 	<p>Notes:</p> <p>*1. Referring P's back to their initial check-in serves two purposes: first, to see if and how well they feel <u>they</u> accomplished / addressed what they wanted to and second, it brings the process full-circle.</p>

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• Adjourn the Kaizen.	
Comments:	

+ 2 Weeks + 30 Days	CI-P & Client Follow-Up	
Key Ideas: 1) Improvement Process is continual.. 2) Identification of learnings as a CI-P. 3) Ongoing availability of BTC support.		
Purpose:		Resources:
<ul style="list-style-type: none"> • To support the sponsor and manager to follow-up with the Kaizen team to assure implementation and removal of barriers. • Elicit feedback from the client to the practitioner on what went well and what developmental feedback the client has for the practitioner. • Close the contract or re-contract. 		
Methodology:		Notes:
<ul style="list-style-type: none"> • Within two weeks of Kaizen, meet with the Sponsor and Manager. <ul style="list-style-type: none"> - Review outcomes to date from the team - Elicit what is working well and what the Sponsor or Manager may need for support. If needed, facilitate feedback between the Sponsor and the Manager. - Schedule any follow-up. - Ask for feedback as a practitioner – Is there any feedback you would like to give me that could improve my work as a practitioner or the way we have worked together? • Ask if there is anything they need from you to support their 30, 60, and 90-day (and beyond) follow-up, and with Department Director/Leadership/Steering committee? • Be very specific about reviewing their change action items – and ask how BTC could support them in knowledge/skills for completion. And identification of any additional improvement efforts needed. • Review your “contract” and give appreciation. 		
Comments:		

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Within 2 Weeks	Document & Communicate
<p>Key Ideas: 1) Plan implementation and sustainment are the responsibility of the improvement team. 2) Reflection and integration of learnings as a CI-P.</p>	
<p>Purpose:</p> <ul style="list-style-type: none"> • Document and communicate work in order to share and track system improvements and increase learning for the community of practitioners and others beyond. 	<p>Resources:</p>
<p>Methodology:</p> <ul style="list-style-type: none"> • Within two weeks of the Kaizen, develop and “hand over” maps, plan, a summary of results in an A3 and narrative format (including electronic and hard copy), and other relevant materials to the whole team, including the Sponsor and Manager.*¹ *² *³ • Provide copies to BTC, other relevant managers, and the Commissioner’s Office. • Reflect on learnings and bring highlights to CI-P Clinical for expanded learning. 	<p>Notes:</p> <p>*1. The CI-P, when done with them, should hand over the actual hands-on maps, plan, and A3 to the Sponsor/Manager. The team can use these, for example, in their work area for visual impact and to show others the work the team has done.</p> <p>*2. In addition, the CI-P should develop and hand over electronic drafts of the maps, plan, A3, and any other relevant materials. These electronic versions are important to the team for being able to share this information more broadly as well as being a matter of record and reference. Remember, it is not either hands-on or electronic versions. It is both.</p> <p>*3. <u>Both are owned by the team members</u> to amend and update as they choose and as needed. This work is <u>their</u> responsibility, not the CI-Ps. The CI-P needs to be very careful to remember this and not confuse his/her role.</p>
<p>Comments:</p>	

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	Celebrate!