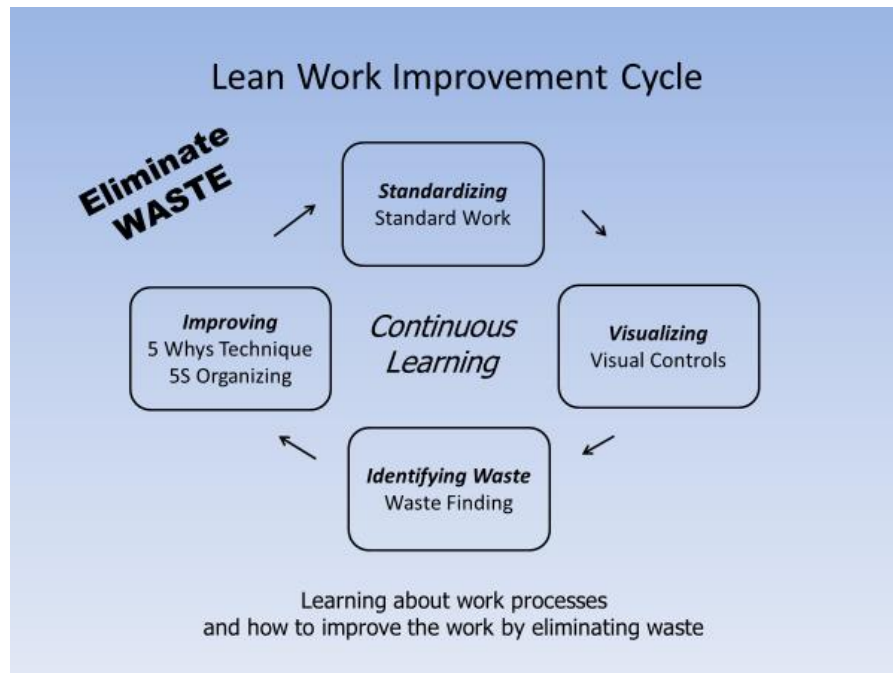


Lean System Primer, Part 2: Method Notes



Waste is the core of the Lean work improvement method

The Lean method includes four operational activities:

Visualizing
Identifying Waste
Improving
Standardizing

Visualizing

Related Tutorial: Visual Controls

Visual feedback is provided to workers to:

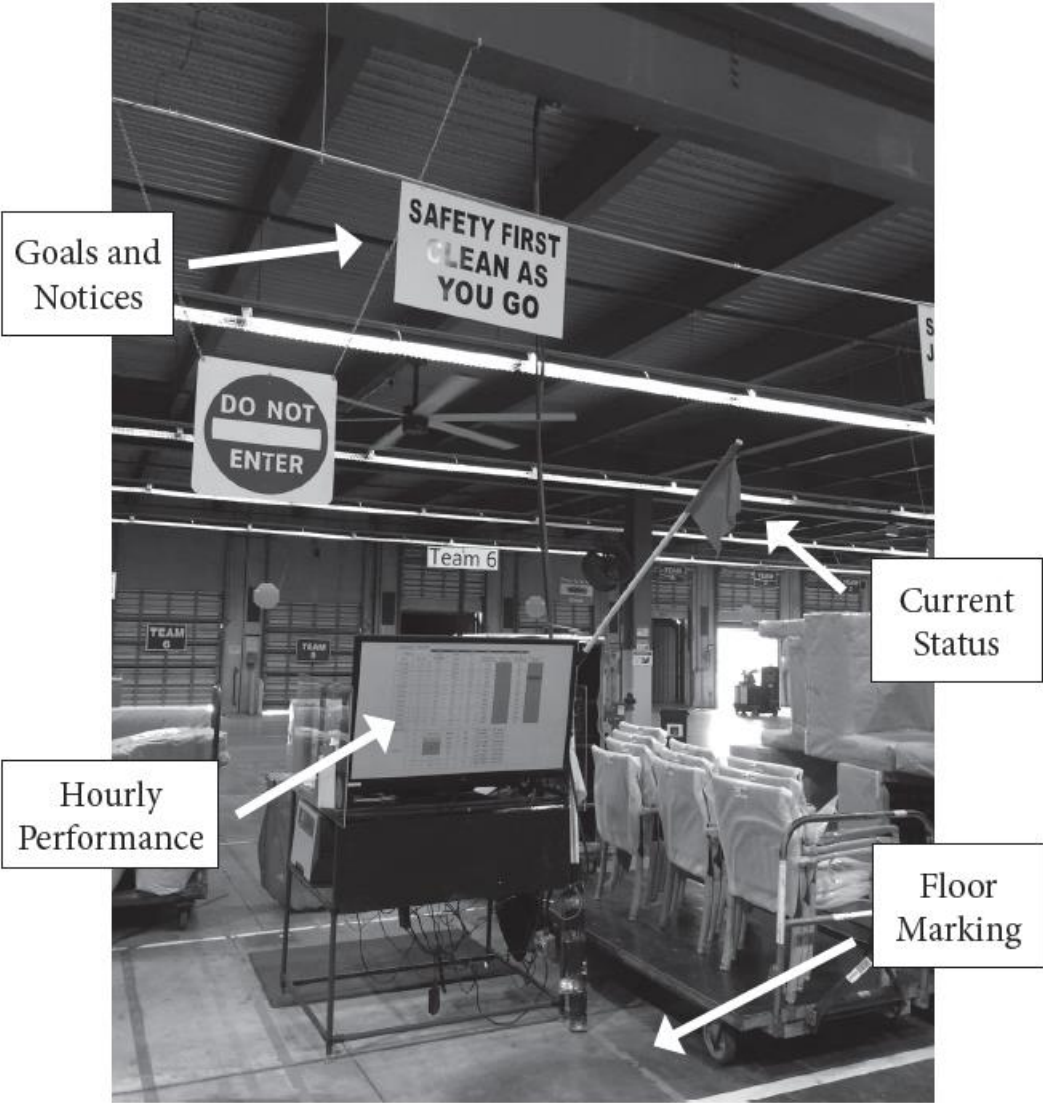
- Show them the current status and performance of their work
- Guide them in performing the work
- Give them information to help them find waste

Quantitative data is important to provide objective feedback of performance

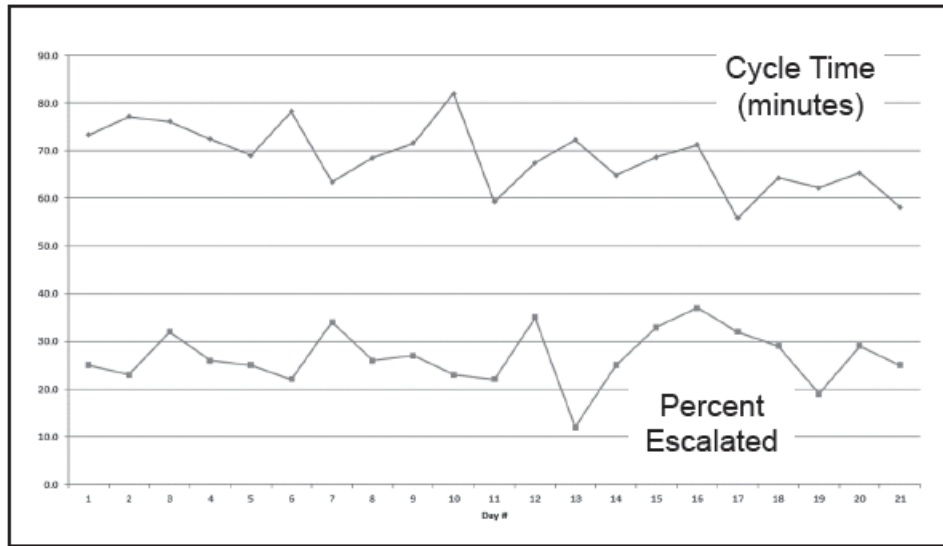
However, the Lean method emphasizes observation rather than statistical analysis

“Process”: a group of related or sequential work activities that are carried out for the purpose of producing some kind of output for use by some kind of “process customer”

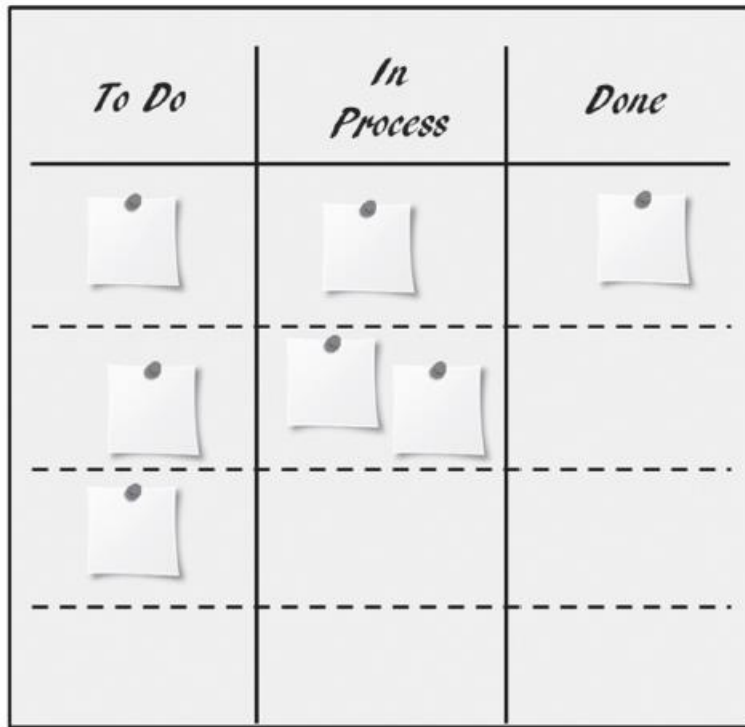
Various forms of visual control devices are shown in the following three pictures ...



CITY FURNITURE EXAMPLE



RUN CHART



KANBAN STATUS BOARD

Identifying Waste

Related Tutorials:

Waste Finding

The Seven Wastes

Waste of Defects

Waste of Waiting

Waste of Excessive Production

Waste of Excessive Inventory

Waste of Excessive Walking

Waste of Excessive Processing

Waste of Excessive Transportation

Finding waste can be difficult because we become used to it as the norm

You must make special effort to think about the work and to proactively look for waste with the seven waste types in mind

“Process Customer”: Can be an external customer (customer who buys products or services) or an internal customer (employee)

Improving

Related Tutorials:

5 Whys Technique

5S Organizing

Various specialized Lean solutions (to reduce waste) are available:

- a) changing work assignments
- b) organizing the physical workspace
- c) changing work procedures
- d) changing the sequence of work activities
- e) providing tools and equipment

However, solutions to the waste problem are often common-sense ideas

5 Whys Technique is an important tool to look for the “root cause” of a particular waste problem

Ask “Why” five times (+/-) to get to the root cause

Addressing the root cause of the waste problem should lead directly to a solution

Standardizing

Related Tutorial: Standard Work

Work processes are standardized to:

- a) Document work improvements as a reminder and training device
- b) Ensure a uniform and predictable way of doing things
- c) Provide a baseline for workers to make improvements

Standard work is documentation which captures and displays the current best way of performing the work

A standard work document records the current way of doing things as a challenge to workers to come up with a better way

Three forms of standard work guide are displayed below: checklist, timeline chart and process flow chart

**XSolutions Support Ticket Handling Process
Standard Work Guide for Techs**

- 1) Client requests support

- 2) Open ticket and send acknowledgment to client
Goal: within 10 minutes from client's support request
-> Use email template "Support Ticket Acknowledgment Email"

- 3) Triage the ticket and make escalation decision
-> Follow "Support Ticket Escalation Rules"

- 4) Work the ticket
-> Use Ticket Support system

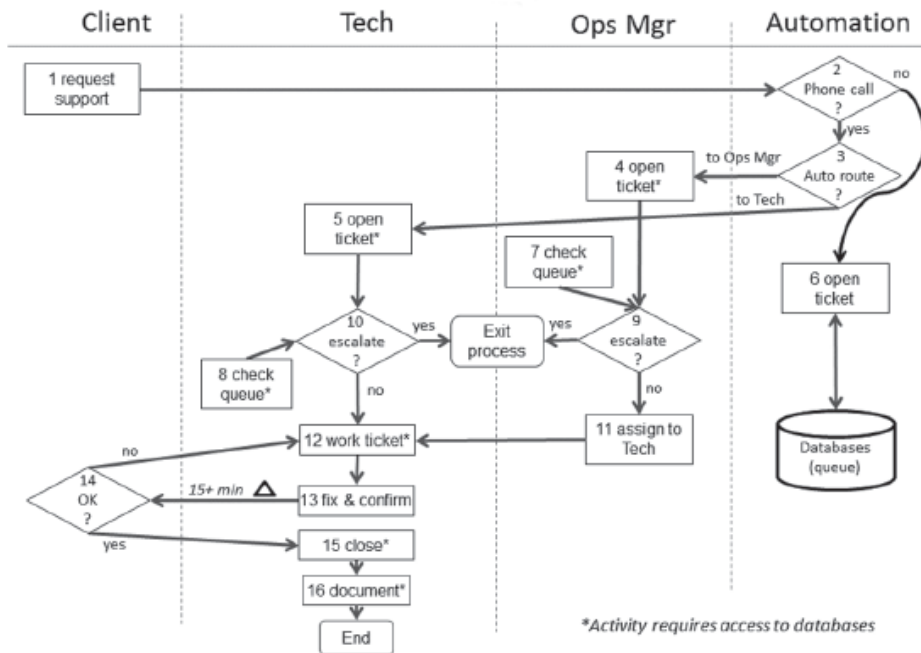
- 5) Fix the issue and call or email the client to confirm the fix
Goal: within 45 minutes of opening the ticket

- 6) Document the ticket
-> Use Ticket Documentation screen
Goal: document all tickets by the end of the day

CHECKLIST

ED Admitted Patient, Information Flow Time Line					Date Prepared	Manual Tracker Time	Facilitation Time	Alert Time	Target											
Responsible Party	Steps	Work	Tracker Notice	Wait	Work Time (In Minutes)				73 min											
					5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80
MD	Complete Blue Sheet	5			[Bar chart showing 5 min work time]															
	Hit PMD on Tracker	1	67		[Bar chart showing 1 min work time, 67 min wait, and a 'Trigger Heads-Up' notification]															
	Speak with PMD	5			[Bar chart showing 5 min work time]															
	Cisco Transfer to RN	1			[Bar chart showing 1 min work time]															
	Admitting MD enters CPOE	10			[Bar chart showing 10 min work time]															
RN	Receive and Chart Orders	5			[Bar chart showing 5 min work time]															
	Complete SBAR	7			[Bar chart showing 7 min work time]															
	Facilitate Flow		67		[Bar chart showing 67 min wait and a 'Respond to PMD Trigger on Tracker, Facilitate Flow' notification]															
	Chart on Transporter Rack	1			[Bar chart showing 1 min work time]															
	Fax SBAR to Floor	2			[Bar chart showing 2 min work time]															
Unit Secretary	Blue Form in, Call PMD	1		< 30	[Bar chart showing 1 min work time, < 30 min wait, and a '< Try for 30 minutes >' notification]															
	Cisco Transfer to ED Doc	1			[Bar chart showing 1 min work time]															
	Log Call on Tracker	2			[Bar chart showing 2 min work time]															
	Bed Request	5	67		[Bar chart showing 5 min work time, 67 min wait, and a 'Trigger Heads-Up' notification]															
	Schedule w/Transporter	1	15	15	[Bar chart showing 1 min work time, 15 min wait, and a '< 15 min notice >' notification]															
	Proactively find Bed			15	[Bar chart showing 15 min wait]															
Total		47		60																73 min

TIMELINE CHART



PROCESS FLOW CHART