Effective Process Improvement (PI) Teams

Rachel Greenberg, BA, CDC PHAP Fellow
Lorelei JM Kurimski, MS, Director in Office of Organizational Development

State Hygienic Laboratory
at
The University of Iowa
April 14, 2015
Effective Process Improvement Teams:

1. How to build your team
2. How to prepare your team
3. How to progress towards success!
Who to Include:

- Front Line Workers
- Subject Matter Experts
- Stakeholders
- If possible, one neutral person
Lessons Learned:

The larger the team, the more time needed to Form-Storm-Norm-Perform

- Limit team size to 8 people
- If an org-wide process, include cross-functional reps
- Create a Staff Directory to track & expand participation
- **TIP:** Create a Skills Inventory and identify the passion
Lessons Learned:

Recognize that polarity can impact progress

Examples:

- Centralize vs. Decentralize
- Design vs. Do (Plan vs. Implement)
- Big Picture vs. Detail-Orientated
- Control vs. Empowerment
- Structure vs. Flexibility (STANDARD WORK)
4 Stages of Group Development

1. Forming
   - High degree of guidance needed from manager
   - Individual roles are unclear
   - Process usually not well established

2. Storming
   - Understanding how team decisions are made
   - Purpose is clear, but team relationships are blurry

3. Norming
   - Relationships are well understood in the team
   - Commitment to team goals
   - Begins to work to optimize team process

4. Performing
   - Team is committed to performing well
   - Focuses on being strategic
   - Team runs well with little oversight

http://blogs.atlassian.com/2013/07/how-atlassian-does-it-3-tips-for-remote-teamwork/
## Using a Staff Directory

<table>
<thead>
<tr>
<th>Org Unit</th>
<th>STRATEGIC LEADERSHIP</th>
<th>SP COMMITTEE</th>
<th>SP COMMITTEE GOAL</th>
<th>LINE UNIT OWNER</th>
<th>GOAL AREA(S)</th>
<th>TEAM MEMBER (LIST WHICH TACTIC)</th>
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<tbody>
<tr>
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<td></td>
<td>X</td>
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<td></td>
<td>FINANCE</td>
<td>WORKFORCE-5,10 FINANCE-1,3</td>
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<tr>
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<td></td>
<td>IMPROVE/INNOVATE</td>
<td>IMPROVE/INNOVATE-3 FINANCE-1,2,3,4,5</td>
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<td>EHP</td>
<td></td>
<td>X</td>
<td>WORKFORCE</td>
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<td>EHP</td>
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<td>IMPROVE/INNOVATE</td>
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<td>X</td>
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Effective Process Improvement Teams:

1. How to build your team

2. How to prepare your team:
   the first meeting & throughout the process

3. How to progress towards success!
Preparring your team

At the First Meeting...

1. Review Goal and Align to M/V/V
2. Identify roles-
   Set-up rotation schedule for recorder role
   Establish expectations for team participation
3. Establish meeting schedule
4. Manage team knowledge- identify how information/data will be tracked.
5. Establish ground rules- Define behaviors early on
*Reschedule if have less than 6 members attend

Throughout the process...

1. Re-orient at every meeting
2. Use tools to stay on track

TIP: Use an Agenda/Meeting Template
TIP: Create a habit- meet at the same place and time
Any process improvement should clearly define how it ties to the Organization’s

**1. Review Goal & Align to M/V/V**

- Mission.
- Vision.
- Values.

Take the Time

Understand the Connection

Communicate this to Others
1. Review Goal & Align to M/V/V

<table>
<thead>
<tr>
<th>Line Unit Owner(s):</th>
<th>&lt;insert name&gt;</th>
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<tr>
<td>Chair(s):</td>
<td>&lt;insert name&gt;</td>
</tr>
<tr>
<td>Facilitator(s):</td>
<td>&lt;insert name&gt;</td>
</tr>
<tr>
<td>Recorder:</td>
<td>&lt;insert name&gt;</td>
</tr>
<tr>
<td>Scheduler:</td>
<td>&lt;insert name&gt;</td>
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</tbody>
</table>

4. **Group Think Tank:** answer the following
   - How does the PI project tie to our mission, vision, and values?
   - What are the practical outcomes?
   - By completing the PI project, what will likely be the deliverables?

**DRAFT Agenda for first Work Session:**

1. Review existing documents related to project
2. Access/storing information on network
3. Determine roles/responsibilities for:
   - Developing agendas
   - Chair/Co-chairs
   - Working Session minutes/Recorder
   - Schedule for team sessions
4. **Group Think Tank:** answer the following
   - How does the PI project tie to our mission, vision, and values?
   - What are the practical outcomes?
   - By completing the PI project, what will likely be the deliverables?
5. Determine team’s meeting schedule
6. Next Steps
2. Identify Roles

**Line Unit**
Owner/Sponsor

→ ultimately responsible to ensure the success of the PI team

**Chair/Co-Chair**

→ leads the meetings
→ establishes Agenda

**Recorder, Scheduler**

→ Recorder- records the minutes
→ Scheduler- reserves room and other resources

**Facilitator**

→ Experience/trained
→ willing to adapt- neutral position
→ listen & ask questions
→ use just-in-time tools to keep Team progressing
3. Establish Meeting Schedule:
Meet when it’s least disruptive to workflow. Look for solutions together.

- Meet for one hour at the end of every day for a week
- Hold a half of full-day retreat off-site
- Avoid homework (use session to create solutions)
- Search/collect Best Practices & share with Team
- Do NOT re-invent the wheel! Borrow-- Adopt & Adapt
3. Establish Meeting Schedule

**DAY 1**

- Review Goal, Strategy, and Tactic
- Identify target audiences & needs — see handout

Review existing leadership programs & resources — see attachments

What is the Current State?

**WORKING SESSION: DEFINING THE CURRICULUM**

Categorize, identify and prioritize REQUIRED VS. DESIRED leadership Competencies BY TARGET AUDIENCE. Include specific SEQUENCING/ORDER of DEVELOPMENT.

- Competencies
- Accreditations
- Existing Policy

**WORKING SESSION: Identify Key Elements for SHL Program Design**

Consider BY TARGET AUDIENCE, SHL LOCATION

- Criteria for Enrollment
- Resource Needs
- Program Cycle
- Oversight and Management
- Performance Measures & Tracking- measures of success

Wrap-up, Homework Assignments

**DAY 2**

- Review Goal, Strategy, and Tactic
- Review Outcomes from DAY 1

**WORKING SESSION: COMPLETE Key Elements for SHL Program Design**

Consider BY TARGET AUDIENCE, LOCATION

- Criteria for Enrollment
- Resource Needs
- Program Cycle
- Oversight and management
- Performance Measures & Tracking- measures of success

**WORKING SESSION: Future State**

Design Program Process Map - Include Actions Plan (who, what when)

Include Feedback Cycle from Stakeholders/Users

Include Communications Strategy

Include Tracking & Performance Measures

Wrap-up
4. Manage Team Knowledge:

Being prepared is KEY in how well a Team functions

Assign responsibility in Org to develop and manage all templates/resources. Store in single location.

Create templates for all PI teams to use: invite to join Team, first meeting agenda, meeting templates, process map, action plan (who, what, when)

Orientate Line Unit Owners/Sponsors- DMAIC, Roles, KM, Templates
4. Manage Team Knowledge

- Access/Store Information: Network
- Using the DMAIC Excel Tool
- Building Your Team
  - Tools and Examples
    - Adaptive Leadership
    - Team Building
    - Team Roles
    - Team Rules
    - Meeting #1 Agenda
    - Team Draft Invite
    - Agenda/Minutes Template
  - Staff List to Form Teams
- Team Resources/Tools
  - Tools and Examples
    - Adaptive Leadership
    - Affinity Diagram
    - Benchmarking
    - Consensogram
    - Direct/Indirect Customers
    - Hot-Dot
    - Five Whys
    - Interrelationship Diaphgraph
    - Process Mapping
    - Project Charter
Set-up subdirectories to follow DMAIC steps

Set-up a subdirectory for Minutes/Agenda

Archive older versions of docs

Show all Team members how to access & use
5. Establish Ground Rules

Team Rules

- Keep an open mind
- No such thing as a silly question or bad idea
- Don’t worry about solving ALL problems
- Focus on the goal
- Use the “Parking Lot” for issues that are important but out of scope
- Remember it’s about the process - NOT the people
- Processes should be kept as simple as possible – Can a step be eliminated?
- Team dissolves after the To-Do list is completed
- Avoid side conversations
- One person = One vote
- And...

LOOK FOR WAYS TO MAKE THIS FUN!
1. Re-orient at Every Meeting:

It takes time to orientate and “be in the moment”

At the beginning of every session use visual tools to review goal/purpose, what has been accomplished to-date.

Take a few minutes to clear thoughts & silently reflect

**GOAL:** Be recognized as a state and national subject matter expert (SME) in PH/EH laboratory science.

**Strategy 1&2 – Increase recognition. Engage in translational research.**

Tactic 1: Create process to determine our applied research and non-research SMEs and what are they currently doing.
2. Use Tools to Stay on Track

Visual tools are powerful communication aids to move from ideas into action

Room should be equipped with whiteboard, projector, supplies (chart paper, post-its, markers, pens, dots)
2. Use Tools to Stay on Track:

Most of the effort is needed towards getting the Team focused on ACTION

- Affinity Diagram
- Hot Dot
- Process Mapping
Effective Process Improvement Teams:

1. How to build your team

2. How to prepare your team:
The First Meeting and Throughout the Process

3. How to progress towards success!
Using the DMAIC Cycle
The DMAIC Cycle

Source: https://iancos.files.wordpress.com/2013/01/dmaic-cyclical.png
The DMAIC Cycle

Define: What you currently know
- Get organized - bring Process Improvement Team together. Collect any existing data/information on the topic. Identify what do you know and what you don’t.
- What is the problem you are trying to address? What are you trying to achieve?
- Identify who are the customer(s)- direct, indirect, stakeholders
- What are the critical process outputs?
- What is the target process?

Measure: The data/information collection step
- Collect any data or key information you need to help solve the problem. What already exists that you can use? What, if any, are best practices? What has been demonstrated to work and what doesn’t? If new data/information is needed, how can you get it easily (e.g. a survey, web search)? Define how you will collect the data/information, test that it works, and then collect.

Analyze: Analyze the data collected
- Review and evaluate all the data/information collected in the previous step.
- Identify gaps between current performance and goal performance
- List and prioritize potential opportunities to improve (OFIs)

Improve: Identify creative solutions to fix problems
- Develop specific actions - who is going to do what, when, and how?
- Focus on the simplest and easiest solutions
- Create a detailed implementation plan
- Deploy improvements

Control: Monitor the improvements to ensure continued success
- After the improvement has been in place, collect feedback from users, customers, and stakeholders involved in the project (e.g. survey, focus groups, face-to-face time). What is going well? How did the improvements change their work environment? How did it improve customer satisfaction? What could be made better?
Any process improvement should have a clearly defined **Goal**

- Use SMART Goals

- Know the expected outcomes - Process Map
Define Your Goal: SMART Goals

Define your goal:

- **Specific (S)**: You goal should be as specific as possible and answer the questions: *What* is your goal? *How* often or how much? *Where* will it take place?

- **Measurable (M)**: How will you measure your goal? Measurement will give you specific feedback and hold you accountable.

- **Attainable (A)**: Goals should push you, but it is important that they are achievable. Are your goals attainable?

- **Relevant (R)**: Choose goals that matter. Does your goal match your mission statement? Is it consistent with other goals and objectives?

- **Timely (T)**: Do you have a timeframe listed in your SMART goal? This helps you be accountable and helps in motivation.

Source: [http://www.cod.edu/people/faculty/osulliva/phys1554/WeightMatters/plan.html](http://www.cod.edu/people/faculty/osulliva/phys1554/WeightMatters/plan.html)
How will you achieve your goal?

Process Mapping

Executive Committee

HR (Kosier, Adamson)-Compliance Mgr

Training Team

SP Office (Kurimski)

Staff

Compliance Admin/Trng. Coord. (see Excel list)

Organize Training team Sessions TBD

Review Compliance Tables for Annual Training Requirements (Update: change, add, delete) TBD

Update Compliance Tables & Nesting Criteria. TBD

Create abridged Summary Report of annual compliance requirements TBD

Review/Feedback of annual compliance requirements TBD

Update UI Compliance Tracking System TBD

Finalize annual compliance requirements & Compliance Tables TBD

Develop & send APB/MOTD with abridged table. Notify staff what's coming this year TBD

Monitor/Generate UI Compliance reports & updates to Exec Comm on progress TBD

Improve Training Process and Training Materials based on Feedback TBD

APB/MOTD received. Complete training. TBD

Update ICON and related training materials TBD

Develop/administer & collect Training Team & Staff Feedback survey TBD

Electronic

Paper

Face-to-face

THIS PROCESS MAP MUST BE APPROVED BY 2 ADMIN EXEC MEMBERS BEFORE IT CAN BE DEPLOYED
What will you measure?
Identifying Performance Metrics

Need to have reliable and consistent data.

Define your measures:

Ask yourself  Where is the data stored? Is it accessible?  Are there automated reports?

Focus your efforts on the evaluation of the data

Include IT staff

TIP: What you measure will be what you change.
WHAT WILL YOU MEASURE?

IDENTIFYING PERFORMANCE METRICS

HOW--PM SELECTION:
What is the rationale?
Who are the org units that this applies?
How does metric impact external/internal customers?
Are there literature references for this measure?
What will you measure?

Identifying Performance Metrics

**HOW--PM Development & Collection:**
- What is the definition of the measure and units?
- Describe the data collection plan
- Is there current baseline data?
- Is there a target or goal for this measure?

**HOW--PM Analysis & Reporting:**
- Describe the data analysis plan (who, what, when)
- Describe the data reporting plan (who, what, when)
How Will You Measure It?

Data Collection Methods

Survey Monkey/ Qualtrics

**Gauging SME Interest**

1. Your Name

2. List your area(s) of Expertise/Advanced Knowledge (e.g. methodology [GC/MS, molecular methods], discipline or subject area [bacteriology, medical screening, web page design, water quality, Lean, training]) or write NOT APPLICABLE.

3. Do you have documentation, within the last two years, of this expertise (e.g. serve on state or national committees, give presentations, publish, teach, mentor, grant awards)?
   - [ ] Yes
   - [ ] No

4. Have you performed hands-on work in your area(s) of expertise?
   - [ ] Yes
   - [ ] No

5. Are you knowledgeable of current state-of-the-art practices (e.g. reads literature, networks with peers) in your area(s) of expertise and can share that information?
   - [ ] Yes
   - [ ] No

6. Can you identify gaps and forecast future needs/directions in your area(s) of expertise?
   - [ ] Yes
   - [ ] No

Excel Template

- Individual Templates linked to master file

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<th>Role</th>
<th>Subject Area</th>
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<th>Conferences, Workshops</th>
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<tr>
<th>Publications Accepted</th>
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Analyze the Data

Use filters and pivot tables to look at information in different ways i.e.- Local/State/National Committee
- Overall SME participation by organization
- The number of committees per SME

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<th>Category Type</th>
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- Be sure to Consider Demographics:
  - Who was your target population?
  - What was the response rate?
  - How were the responses distributed?
Problem: I can’t find where I saved my file.

Why?

Because… I don’t remember the file name or the directory I save it in.

Why?

Because… each staff person uses their own naming system.

Why?

Because… we were never taught to do it otherwise.

Why?

Because… a standard procedure does not exist.

Solution 1: Develop standard file taxonomy and directory naming system that meets IT business rules. Train all staff and incorporate into new staff on-boarding.
Perform a SWOT Analysis
What are you improving?
Go Back to the Goal

Current performance
What are they doing?

Desired performance
What should they be doing?

What do they need to know and do to change?
Research Best Practices

Employee Engagement

1. Celebrate success—demonstrate appreciation for contributions big and small
   a. WHAT: Recognize “publicly”
      b. HOW:
         - Real-time recognition: face to face verbal thank you (project completed, job well done)
         - Monetary rewards, awards
         - Corkboard to pin notes of appreciation
         - Message of the day
         - Reward/Recognition Ceremonies
         - Featured recognition in publications

2. Encourage Open Communication/Dialogue
   a. WHAT: Increase employee knowledge of SHL programs. Allow opportunities for staff input
   b. HOW:
      - Change your walking path to your office, the break area, or to a meeting room.
      - Visit huddles or other Manager/Supervisor meetings OUTSIDE your division/area
      - Schedule regular & routine off-site visits to other locations (Coralville to Ankeny, Ankeny to Coralville, Coralville to Lakeside)
      - Organize a division-wide Q&A open forum and invite all staff to attend.
      - Conduct anonymous surveys on a particular topic and hold open discussion
      - Hold seminars to feature a lab area or a program or a significant event
      - Create a monthly e-letter from the Director

3. Choose a Cause and Do Some Good
   a. WHAT: Team building, skill development, leadership, etc. Allow employees to choose a cause—different for each section (competition) or all same (unity): Can be time or money
   b. HOW:
      - Blood/Bone Marrow Drive. Cancer Walk. Food Drive, Volunteer Day
      - Local Events based on National Observance Calendar
      - Create local competitive events

4. Have fun together—Social interactions inside and outside of work
   a. WHAT: Strengthen relationships, adds enjoyable social dimension to work, colleagues connected leads to increased productivity. Includes holidays, corporate milestones, or just random events
   b. HOW:
      - Potlucks, picnics include games to potlucks—office celebrity, trivia, etc
      - Wellness activities: form a walking club, a step-climbing club, a volleyball or softball team
      - Holiday Party
      - Recognize birthdays
      - Celebrate the conclusion of a major project, an emergency response, an outbreak

5. Attach meaning to day to day activities
   a. Understand personal roles in success of the company
   b. Current: goal setting, performance feedback, development planning (1-2x/year)
   c. Future Opportunities
      - Consistent messaging of mission, vision at meetings/during everyday tasks
      - Hold seminars to feature a lab area or a program or an external outcome connect to our customers
      - Sponsor employee to employee shadowing (understand other parts of SHL and build relationships)
      - Feature regular Employee Profile in publications

6. Career Path Development
   a. WHAT: Show employees that there’s a future for them
   b. HOW:
      - Formal mentoring program
      - Share information on conferences and symposiums attended
      - Bring in external speakers to focus on specific soft-skills (conflict resolution, team building, listening) or to discuss emerging issues
Train for the Change

Train all staff impacted by the new process

HOW:

• Develop a training plan (Who, What, When)
• Provide adequate time BEFORE process change
• Offer multiple hands-on sessions
• Be clear exactly what they need to do (Standard Work)
• Obtain Feedback!
Communicate the Change

Communicate, Communicate, and Communicate Some More

HOW:
• Message of the Day/APB
• Regular staff and manager meetings
  • Posters, newsletters
• Create a QI Bulletin Board in a high traffic area
Group Exercise

Get Ready!
Your Turn:
Develop one goal towards your own personal missions statement.

“The mission of (insert name) is to live a healthy and active lifestyle”

Examples of goals: go to the gym, go walking, eat healthy, relax....)

Go through the DMAIC Cycle to achieve this goal!
Go to the gym for 30 min of activity 3 times a week for the next 6 months

Number of times you go to the gym per week

Layout gym clothes in a.m., get a membership, review gym hours

Going to the gym will improve wellness

Six months & then re-evaluate
What will you measure?-Identify performance metrics
How specific do you want to be?
Specific is good but time consuming- i.e. how many times did you go on a Tuesday when you had to get to work early and had carpool
Is this measurement known? Do you have baseline data?
   How many times did you go to the gym per week for the past 6 months?
   Or do you have to track for the next 6 months?
What you measure will be what you change- are you measuring times you went or amount of time you spent there?

Measurement- went to the gym an average of 2.6 times per week.
   If you went for >3 times/ week might want to increase goal. If you went <1 times/ week may want to decrease goal

How will you measure it?- Data collection methods
Where is the data stored? Are there automated reports?
   Can you ask your gym if they keep track or will you have to record it yourself? Where and when will you record the information?
Look at a snapshot of the data. i.e. one week when you did not meet the goal in the past and ask WHY?

**Problem:** I did not go to the gym this week.

**Why?**

**Because...** I had errands to run every night that week.

**Why?**

**Because...** I had to cook dinner & take care of the kids every night.

**Why?**

**Because...** I did not have help this week.

**Why?**

**Because...** My babysitter was on vacation and my husband was away.

**Solution 1:** Find an alternate babysitter (and/or husband) and prepare meals ahead of time when you will be busy during the week.
Look at a snapshot of the data. I.e. one week when you did not meet the goal in the past and perform a SWOT analysis.

- **Strengths:**
  - Went to the gym when kids were away last weekend.

- **Opportunities:**
  - Gym is expanding their hours starting next week.

- **Weaknesses:**
  - Did not go to the gym when kids were at soccer practice.

- **Threats:**
  - Kids are off from school for spring break for a week.
Research Best Practices

- **Talk to others** about what they do to have time/motivation to go to the gym
- Read books, blogs, etc. relating to fitness
- Identify solutions pertaining to YOUR root cause
  - others solutions wont necessarily work for you
    *make sure it aligns with the goal and you didn’t get lost
- If none of these are realistic, can we improve the goal?
  - Maybe you want to change it to increase physical activity 3x/week (not necessarily the gym)
    *this is still a goal that will make you closer to your mission statement.*
- If going to the gym 3x/week is unachievable, there is no point in setting/continuing with that goal again
  You learn from experience! 😊
Ensure it is sustainable—
you know where the gym is, the
hours, etc. don’t start over by
going to a new gym next month!

Standardize—
will go to the gym at the
same time every day

Make it fun!
Create visual
reminders &
motivation.

Communicate
tell your family, friends, co-workers so
they hold you accountable

Celebrate success—
buy yourself new workout clothes
or treat yourself to something
special when you accomplish the
goal!
Questions?