

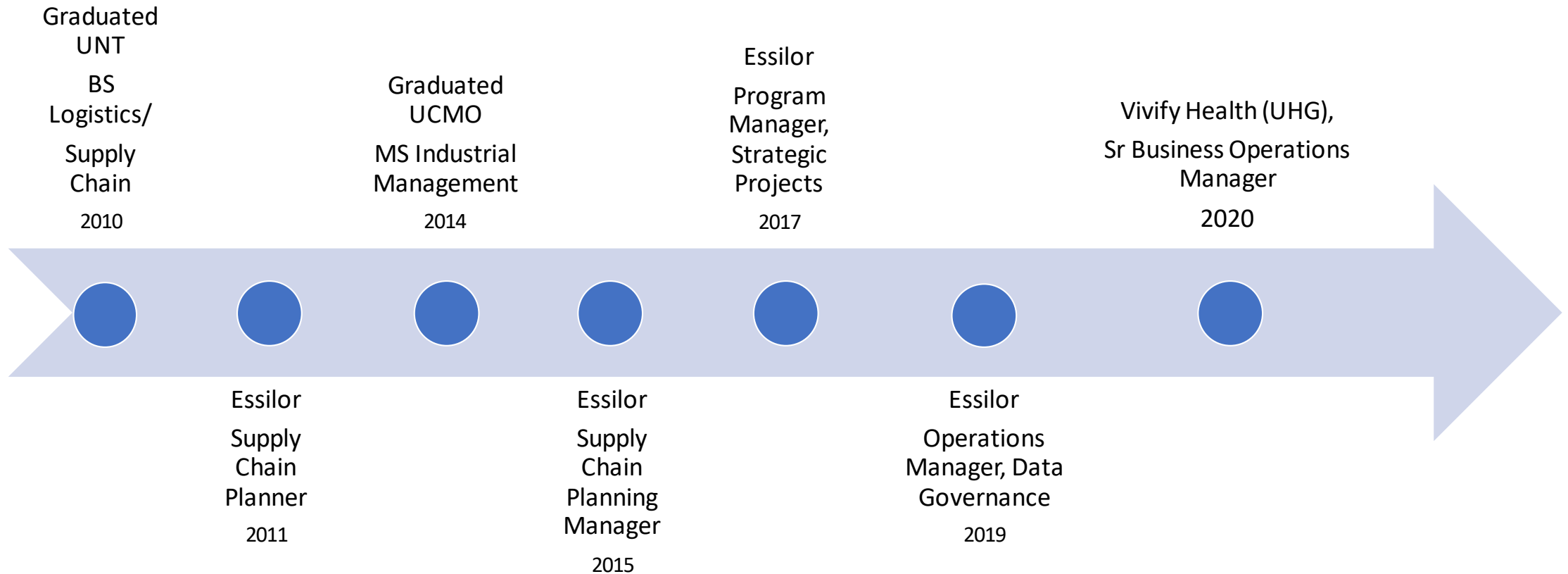
Process Improvement and Leadership

Presented by Kristin Peters

Agenda

- Bio
- Overview
- Benefits
- Methodologies
- Lean Thinking Implementation
- Q&A

Kristin Peters Bio



- 2 kids
- 1 dog
- Dream of being on the Food Network



Founded in 2009, Vivify Health is [the leader in connected care management and patient engagement for better outcomes](#) and ROI. With customers that include some of the nation's largest and most progressive health systems and employers, Vivify's mobile, cloud-based platform delivers a pathway to holistic remote care management through:

- Personalized care plans
- Biometric data monitoring
- Video education and conferencing
- Text-to-speech configured to the needs of each patient

Vivify partners with healthcare organizations to empower clinicians to efficiently and proactively manage the complex workflow of remote care for virtually any clinical condition.

Following years of research, proven outcomes, and scalability vetting by global partners, Vivify is an established entity in the dynamic landscape of digital health. IRB-study results confirm **readmission reductions by over 65%** plus **patient compliance and satisfaction levels exceeding 95%**.

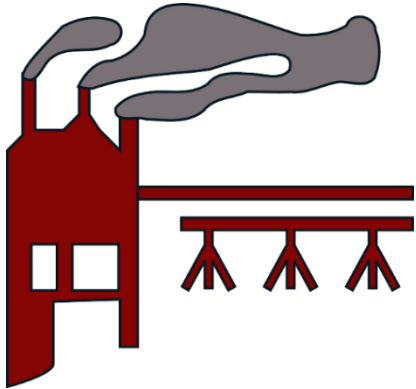
[The Vivify solution is incredibly simple for patients of any age and ability, including patients well into their 80's and 90's. The engagement tactics and educational tools utilized are varied and customized to each population segment or individual thereby delivering higher quality and more cost-effective care.](#)

Vivify's back-end caregiver portal is equally intuitive and [allows clinicians to efficiently and proactively manage the complex workflow of remote care for virtually any clinical condition](#). Beyond simplicity and flexibility, the comprehensive, content-driven platform and turnkey workflow services enable providers to intuitively scale and maximize value across populations.

<https://www.vivifyhealth.com/company/>

What is Process Improvement?

Process Improvement is the activity of continually analyzing processes, identifying opportunities for improvement, and executing improvements.



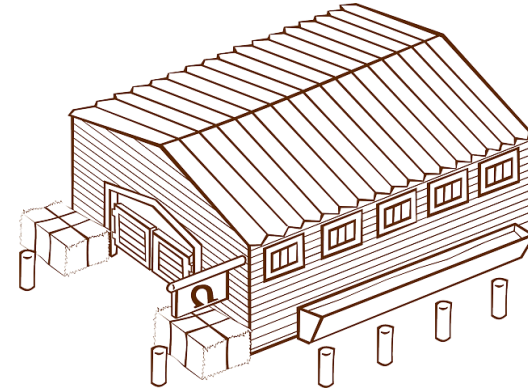
Manufacturing

- Production time
- Manufacturing Processes
- Product Quality



Office / Service

- Business Processes
 - Quality and Efficiency
- Supplies and Materials
- Customer Satisfaction



Operations

- Faster fulfillment
- Improved labor utilization
- Increased service quality

Benefits of Process Improvement

- Improved quality and accuracy of products and services
- Faster turn-time
- Products/services designed in line with customer expectations



Benefits of Process Improvement

- Increased Profit Margin
- Growth potential



Benefits of Process Improvement

- Improved morale
- Engaged employees



Process Improvement Methodologies

Toyota Production System (TPS)

- The gold-standard for quality and process management
- Respect for People
- Focuses on Kaizen
- Pioneered Just-in-time inventory management

Total Quality Management (TQM)

- Descendent of the famous Toyota Production System
- Driven by the Voice of the Customer (VOC)
- Emphasize quality standards and monitoring of compliance to those standards

Lean Six Sigma (LSS)

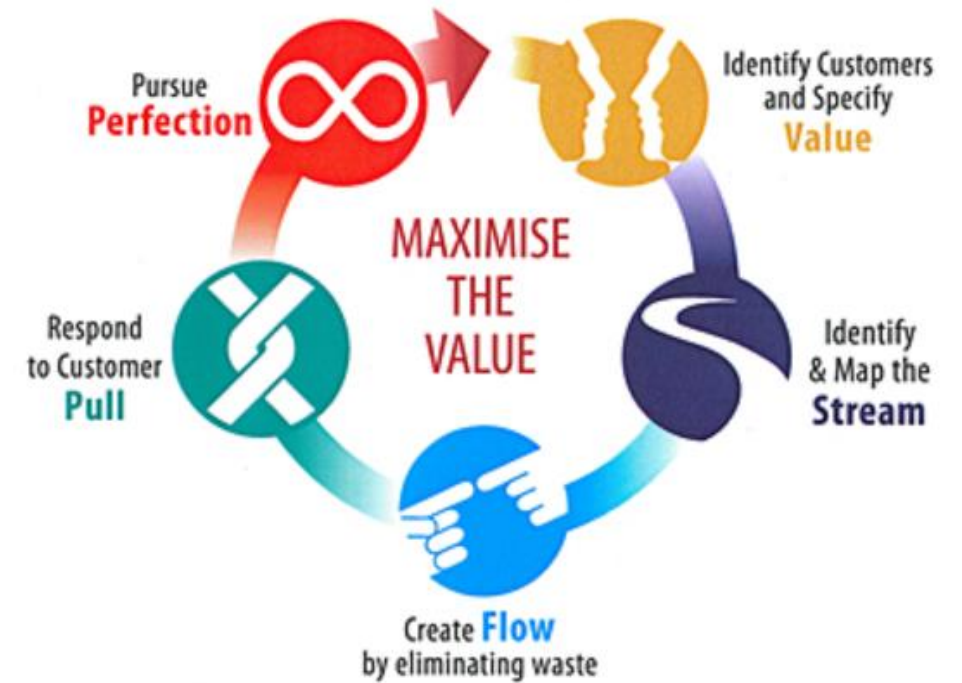
- Remove Waste
 - "TIMWOODS"
- Reduce Variation in processes
- Full Culture Change
- Toolkit to identify wastes and root causes

Lean Thinking

- Remove Waste
- Full Culture Change
- Focuses on "Kaizen" (small improvements)
- Simpler tools, ease of implementation

What is Lean Thinking?

Lean Thinking is a business methodology that aims to provide **a new way to think about how to organize human activities** to deliver more benefits to society and value to individuals while eliminating waste.



What is Lean Thinking?

The aim of lean thinking is to create a lean enterprise, one that sustains growth by **aligning customer satisfaction** with **employee satisfaction**, and that offers innovative products or services profitably while minimizing unnecessary over-costs to customers, suppliers and the environment.

The basic insight of lean thinking is that if you **train every person to identify wasted time and effort in their own job** and to better work together to improve processes by eliminating such waste, the resulting enterprise will **deliver more value at less expense** while **developing every employee's confidence, competence and ability to work with others**.



Process Improvement Toolkit

Root Cause Analysis

- Gemba Walks
- 5 Whys

Waste Reduction

- Process Flow Mapping: Defining the way we work
- Kaizen
- Implementation
- Presentation/Approach

Tools to Get Started | Gemba Walks

Gemba means “the real place”. In Lean Six Sigma, Gemba Walk refers to the act of observing processes in the natural environment.

The core tenant of Gemba Walking is that you can never learn what you don't see. As we often say, you don't know what you don't know.

Tools to Get Started | Gemba Walks

To identify improvements in the way your organization works, you must be aware of how the work is being done.

Non-Gemba Example:

As a manager, your reports have been raising complaints that part #s and descriptions in the system have been changing or disappearing altogether. You ask them how they think this may be happening and take their word for it. You address the issue with the other manager, yet the issue continues.



Conclusion: issue persists, improvement is not made

Tools to Get Started | Gemba Walks

To identify improvements in the way your organization works, you must be aware of how the work is being done.

Gemba Example:

As a manager, your reports have been raising complaints that part #s and descriptions in the system have been changing or disappearing altogether. You are not familiar with the details and you ask to watch them and the warehouse operators as they work. As you observe, you realize there is a training issue in the warehouse - They were incorrectly told to adjust parts information in the system.

Conclusion: with the root cause identified, corrective and prevention action planning can take place.

Tools to Get Started | The 5 Why's

5-Why's is a classic tool to identify the root cause of a problem.

Your first guess as to why a problem is occurring is almost never the full story.

5-Why's is especially useful when troubleshooting technical or mechanical failures

Tools to Get Started | The 5 Why's

Example:

Problem: Tablets are not connecting to Verizon Network

You take one example and proceed through the 5-Whys:

1. Why? Because the SIM is not activated on Verizon Network
2. Why? Because API activation calls were erroring out
3. Why? Because an un-tested code change led to multiple API calls and Verizon cannot accept multiple calls
4. Why? Because the code was designed to submit an incomplete pre-call and a final complete call in an attempt to save time in operations
5. Why? To accommodate growth in SIM activation volumes

Tools to Get Started | Process Flow Mapping

Process Flow Mapping is the process of defining HOW we work.

Many companies do not have documentation or a consistent understanding about how work is done. This applies to

- Sales
- Service
- Finance / Accounting
- HR...
- ... any work function

Tools to Get Started | Process Flow Mapping

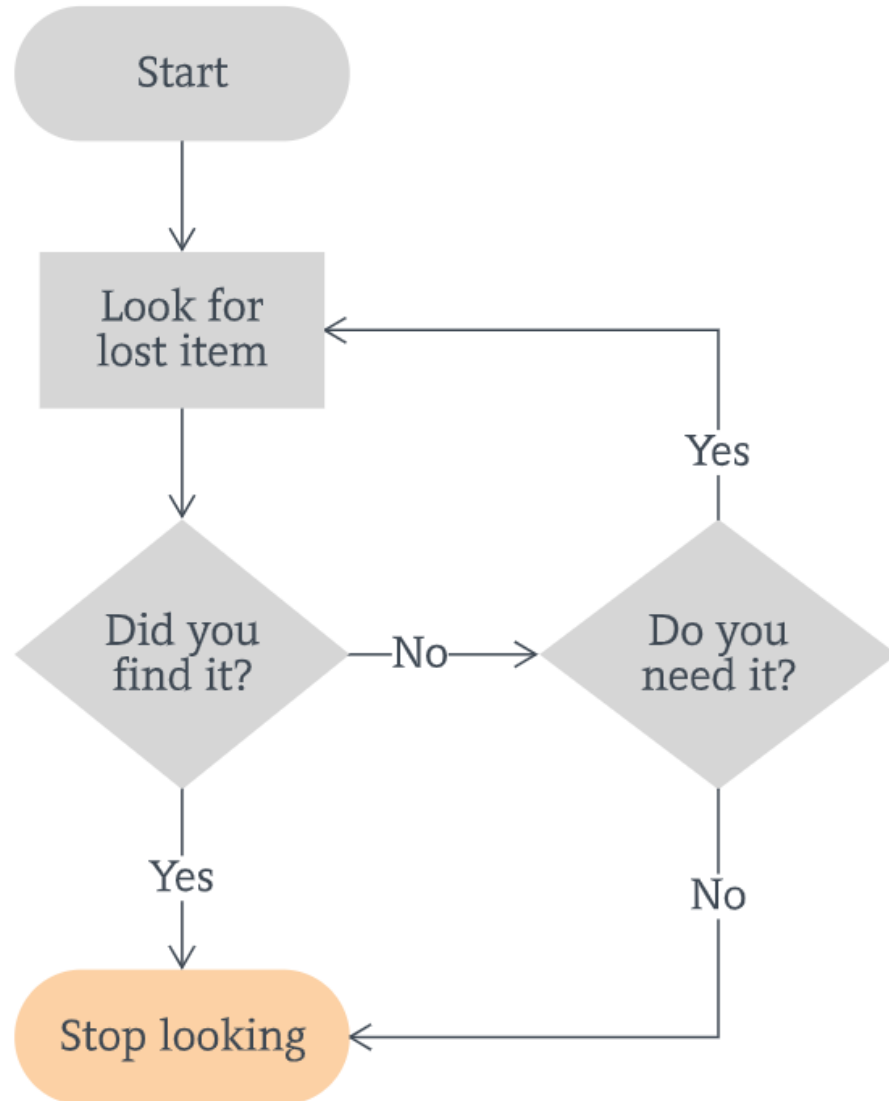
Process Flow Mapping is the process of defining HOW we work.

Why Process Flow Mapping?

To define is to know.

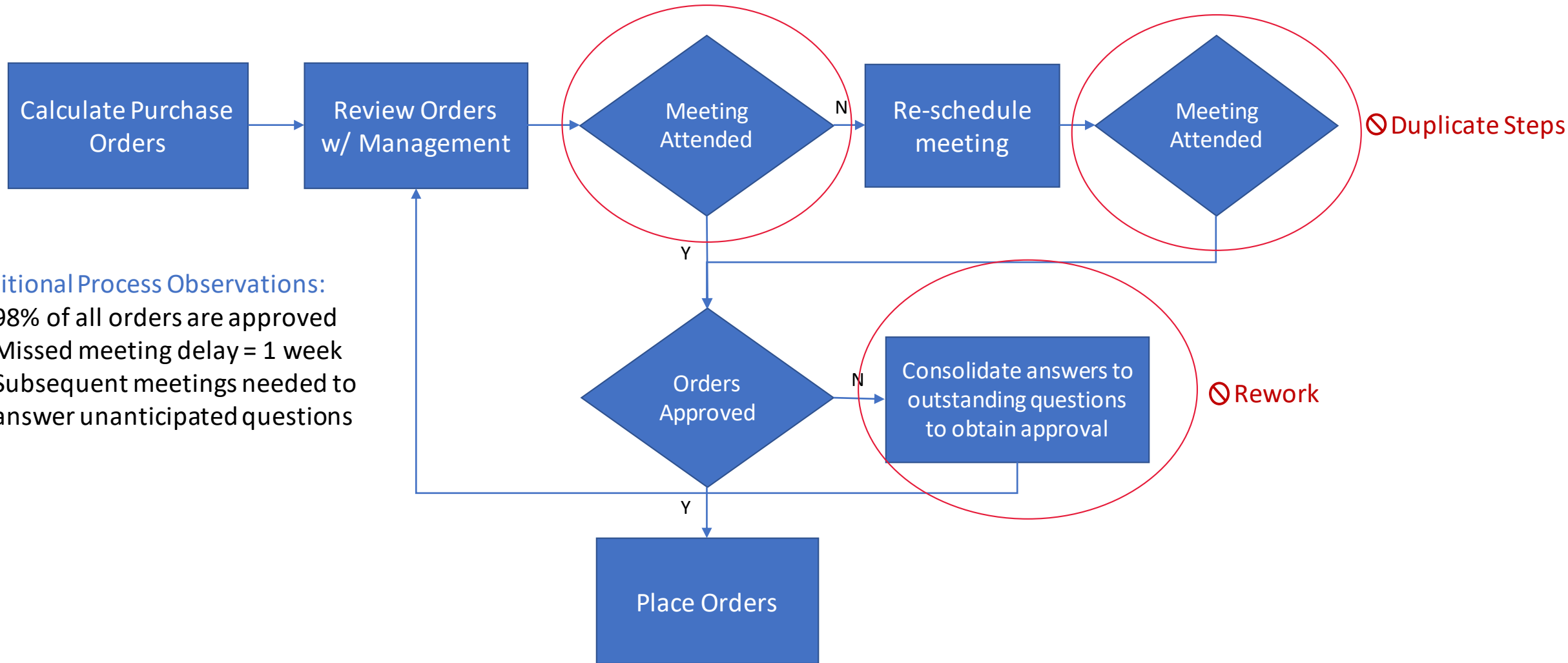
Process Mapping is one of the foundations of Process Improvement.
We cannot fix or improve on processes which we do not understand.

Tools to Get Started | Process Flow Mapping



Process Flow Mapping is the process of defining HOW we work.

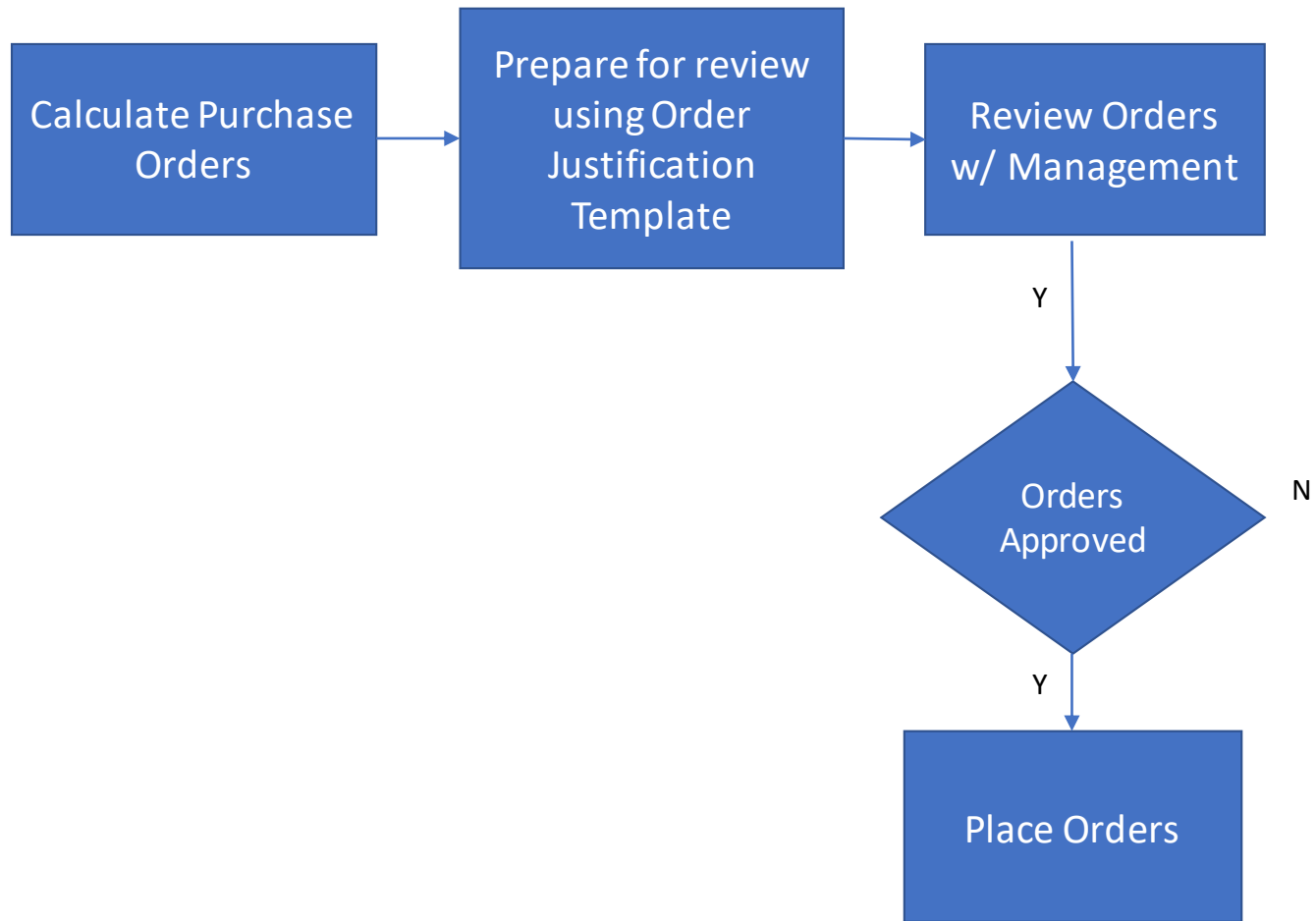
Tools to Get Started | Process Flow Mapping



Additional Process Observations:

- 98% of all orders are approved
- Missed meeting delay = 1 week
- Subsequent meetings needed to answer unanticipated questions

Tools to Get Started | Process Flow Mapping



Tools to Get Started | Kaizen

“Perfection is not sought through better, more clever systems or go-it-alone heroes but through a commitment to improve things together step-by-small-step. **Kaizen literally means change for the better** and Kaizen spirit is about seeking **a hundred 1% improvements from everyone every day everywhere rather than one 100% leap forward.**

The practice of kaizen is what anchors deep lean thinking in people's minds and which, ultimately, leads to complete transformation. Practicing kaizen together builds self-confidence and the collective confidence that we can face our larger challenges and solve our problems together.”

Tools to Get Started | Kaizen

How to use Kaizen in real life.

1. First, you must identify the small improvements that will make work easier.
2. Jot it down! It can be as simple as jotting down notes in those moments when you are frustrated and know that there must be a better way.
3. Shared lists: Create an Excel, Word, Google Document, or even paper list where team members are encouraged to provide improvement ideas
4. Additionally, you can incentivize with “idea of the month” rewards or drawings, etc. Team engagement is key!

Tools to Get Started | Implementation

Now we have done the work to identify the improvements needed. What's next?

Now it is time to turn those ideas into REAL differences. The types of changes that will make your company THE place that people want to work.

Unfortunately, implementing changes is the HARDEST part.

Tools to Get Started | Implementation

Tools to enable implementation:

**TAKE THE
TIME**

Process Improvement is an investment that requires time. Set aside time each week to make the changes needed to take your business to the next level

Tools to Get Started | Implementation

Tools to enable implementation:

INCENTIVIZE

Compensation leads behavior. Encourage employees to be involved in identify AND implementing changes by offering rewards or bonuses

Tools to Get Started | Implementation

Tools to enable implementation:

**LEAD BY
EXAMPLE**

Process Improvement starts with YOU. Enthusiasm and commitment from the Top down is necessary to achieve to results

Tools to Get Started | The Approach

WARNING

Process Improvement can upset people.

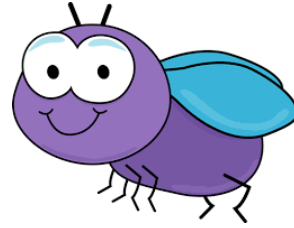
My most frequently asked question is: If I propose an improvement or point out an issue, will that **upset my boss?**

Unfortunately, the answer is sometimes... **YES.**

Tools to Get Started | The Approach



Honey



Fly



Vinegar

Tools to Get Started | The Approach



Tools to Get Started | The Approach

Approach sensitive improvement or issue conversations with

- Tact/Diplomacy
- Data
- Visualizations
- Passive words/neutral P.O.V:
 - I propose we do the following
 - Based on this data, a reasonable conclusion is
 - You are the experts in this. With fresh eyes, I have noticed..

This may feel disingenuous, and everyone will have their own approach. The key is to ensure your approach enables your suggestion to be considered fairly by key stakeholders.

Summary

Process Improvement:

- Applies to any group/person/process in any industry
- Is a necessary and fun (I promise!) addition to any successful company
- Is easy to achieve with some simple tools and commitment

Q&A

Thank you.