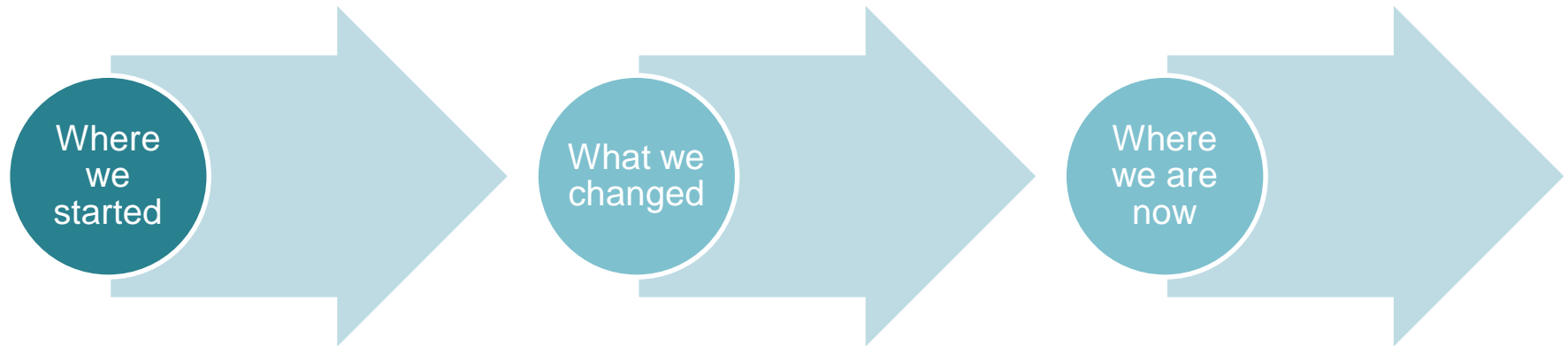


CPI Reengineered: “Kaizen”

May 20, 2017

By Christina Woodruff

Today we will...



Intent of Continuous Pediatrics Improvement

Generate ideas that lead to increased efficiency

Improve cross-functional collaboration

Develop cohesion across work units
(type and location)

Enhance staff engagement in CPI

Background: January 2016, Version 1.0

CONTINUOUS PEDIATRIC IMPROVEMENT IDEA PAD	
Owner(s):	_____
Date:	_____
Idea/Challenge:	_____ _____ _____ _____ _____
Suggested Solution:	_____ _____ _____ _____ _____ _____
Est. Completion Date:	_____
Date Implemented/Documented:	_____
Link to Hospital Goals:	
Quality	____
Cost	____
Delivery	____
Safety	____
Engagement	____

Challenges:

- Required tracking
- Needed approval
- Delayed implementation



Seattle Children's
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UW Medicine
UW SCHOOL
OF MEDICINE

Results

Continuous Pediatric Improvements

NEW | COMPLETING | FINISHED!

[illegible]

CONTINUOUS PESSIM IDEA	CONTINUOUS PESSIMIC IMPROVEMENT IDEA PAD
Scenario: <u>None</u>	Scenario: <u>Spelling</u>
Date: <u>12/24/15</u>	Date: <u>12/24</u>
Biology is not does not need	Reappointment process convulsion
Suggested Solution: Figure out what you need	Suggested Solution: Catalyzing during convulsion
Ex. Comparison: None	Ex. Comparison: None
Risk or Negative Outcome: None	Risk or Negative Outcome: None
Ex. or Impactful Idea: Improvement	Ex. or Impactful Idea: Improvement

CONTINUOUS PEDIATRIC IMPROVEMENT
TOGA PAD

Directed by: Christine / McKenna

Dates: _____

Meta Challenge:
JUN Empower Staff @
Sch. (not regressive)
Sch. change roles
Therapists

Suggested Solution:
Take in staff how to
use in staff rooms
in staff parties

Alt. Completion Date: 2/2017

Case implemented / Documented

Link to Original Study

Quality Plan: Quality Plan

Implementation: 2017

CONTINUOUS PEDIATRIC IMPROVEMENT
ISBA PAD

Director: Christina

Date: 3/2/17

Chief Challenge

have to check multiple documents to confirm facility is point for annual reviews PR

Signature: [Signature]

Make plans on front page of PR for facility visits

Doc Completion Date:

Date Implemented/Completed:

Link to Hospital Site:

Signature: [Signature] Date: [Date]

Employee:

[illegible][illegible][illegible]

Name: Alvin
 Date: 10/17
 City/Country: NY, USA
 What is your favorite thing to do?
 I like to go to the gym, watch TV, and hang out with my friends.
 What is your favorite food?
 I like to eat pizza.
 What is your favorite color?
 I like blue.
 What is your favorite animal?
 I like dogs.
 What is your favorite sport?
 I like basketball.
 What is your favorite movie?
 I like The Matrix.
 What is your favorite book?
 I like The Hobbit.
 What is your favorite song?
 I like "Smells Like Teen Spirit".
 What is your favorite TV show?
 I like The Simpsons.
 What is your favorite game?
 I like Super Mario Bros.

CONSTRUCTIVE PEACEMK IMPACT GSA PAS		CONSTRUCTIVE PEACEMK IMPROVEMENT GSA PAS	
<p>Participant: <u>Scott Miller</u></p> <p>Location: <u>211/11A</u></p> <p>Topic: <u>everybody is hard on me and really, it's not</u></p> <p>Signature/Initials: <u>[Signature]</u></p> <p>Date: <u>11/20/11</u></p> <p>Site Coordinator Name: <u>[Signature]</u></p> <p>Phone: <u>800-444-4444</u></p> <p>Address: <u>1000 N.</u></p> <p>City: <u>...</u></p> <p>State: <u>...</u></p> <p>Zip: <u>...</u></p>	<p>Participant: <u>[Signature]</u></p> <p>Location: <u>211/11A</u></p> <p>Topic: <u>everybody is hard on me and really, it's not</u></p> <p>Signature/Initials: <u>[Signature]</u></p> <p>Date: <u>11/20/11</u></p> <p>Site Coordinator Name: <u>[Signature]</u></p> <p>Phone: <u>800-444-4444</u></p> <p>Address: <u>1000 N.</u></p> <p>City: <u>...</u></p> <p>State: <u>...</u></p> <p>Zip: <u>...</u></p>		

CONTINUOUS PEDAGOGIC IMPROVEMENT IDEA PAD	CONTINUOUS PEDAGOGIC IMPROVEMENT IDEA PAD
<p>Topic: <u>Improvement of the</u></p> <p>Class: <u>12th</u></p> <p>Subject: <u>Math</u></p> <p>Teacher: <u>Mr. [unclear]</u></p> <p>Date: <u>12/12/20</u></p> <p>Classroom: <u>12th</u></p> <p>Topic: <u>Improvement of the</u></p> <p>Class: <u>12th</u></p> <p>Subject: <u>Math</u></p> <p>Teacher: <u>Mr. [unclear]</u></p> <p>Date: <u>12/12/20</u></p> <p>Classroom: <u>12th</u></p>	<p>Topic: <u>Improvement of the</u></p> <p>Class: <u>12th</u></p> <p>Subject: <u>Math</u></p> <p>Teacher: <u>Mr. [unclear]</u></p> <p>Date: <u>12/12/20</u></p> <p>Classroom: <u>12th</u></p> <p>Topic: <u>Improvement of the</u></p> <p>Class: <u>12th</u></p> <p>Subject: <u>Math</u></p> <p>Teacher: <u>Mr. [unclear]</u></p> <p>Date: <u>12/12/20</u></p> <p>Classroom: <u>12th</u></p>

[illegible][illegible][illegible]

CONTINUOUS PAPER
QEA PAD

Drawings: Abstract
Date: 11/13/17
Title: Whispering

I sat down on the
ground under a tree which
brought me back

Imagined Situation

I will imagine a lot of
fantasy in that subject how to
take what she is doing so
not run away

For Completion Date: 11/13/17
Draw Date: 11/13/17
Date for Completion: 11/13/17
Date for Completion: _____
Signature: _____
Signature: _____

Name: David
 Date: 11/11/2019
 Topic: Challenges
 1. Communication
 2. Teamwork
 3. Time Management
 4. Resource Allocation
 5. Conflict Resolution
 6. Adaptability
 7. Leadership
 8. Decision Making
 9. Problem Solving
 10. Stress Management
 11. Goal Setting
 12. Feedback
 13. Collaboration
 14. Accountability
 15. Flexibility
 16. Resilience
 17. Empathy
 18. Patience
 19. Perseverance
 20. Open-mindedness
 21. Transparency
 22. Proactivity
 23. Humility
 24. Respect
 25. Integrity
 26. Consistency
 27. Efficiency
 28. Effectiveness
 29. Productivity
 30. Quality
 31. Quantity
 32. Value
 33. Cost
 34. Time
 35. Space
 36. Energy
 37. Information
 38. Knowledge
 39. Skills
 40. Attitudes
 41. Behaviors
 42. Emotions
 43. Thoughts
 44. Beliefs
 45. Values
 46. Principles
 47. Standards
 48. Guidelines
 49. Rules
 50. Laws
 51. Regulations
 52. Codes
 53. Manuals
 54. Procedures
 55. Processes
 56. Systems
 57. Methods
 58. Techniques
 59. Strategies
 60. Tactics
 61. Approaches
 62. Frameworks
 63. Models
 64. Theories
 65. Hypotheses
 66. Concepts
 67. Ideas
 68. Insights
 69. Discoveries
 70. Innovations
 71. Creations
 72. Inventions
 73. Developments
 74. Advancements
 75. Progress
 76. Growth
 77. Expansion
 78. Evolution
 79. Transformation
 80. Change
 81. Improvement
 82. Optimization
 83. Maximization
 84. Minimization
 85. Reduction
 86. Elimination
 87. Removal
 88. Deletion
 89. Exclusion
 90. Omission
 91. Subtraction
 92. Division
 93. Separation
 94. Disconnection
 95. Detachment
 96. Release
 97. Letting Go
 98. Forgiveness
 99. Reconciliation
 100. Harmony
 101. Peace
 102. Tranquility
 103. Calamity
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CONTINUOUS PAPER REPRODUCTION

EDUCATIONAL PASTORAL HISTORY/BACKGROUND GSA FAD	EDUCATIONAL RELEVANT INFORMATION GSA FAD
<p>Education: <u>Secondary N</u></p> <p>Work: _____</p> <p>Additional training: _____</p> <p>Work history: <u>work in org - motivation</u> <u>process not great</u></p> <p>Significant life events: <u>new staff</u> <u>marriage</u></p>	<p>Education: <u>Secondary</u></p> <p>Work: _____</p> <p>Additional training: <u>not actually</u> <u>trained</u> <u>learned</u></p> <p>Significant life events: <u>marriage</u> <u>4 children</u></p>
<p>Rel. Developmental Status: _____</p> <p>Work Developmental Status: _____</p> <p>Rel. to Support Group: _____</p> <p>Rel. to Learning: <u>not sure</u> <u>relationship</u></p>	<p>Rel. Developmental Status: <u>1/2 of 1</u></p> <p>Work Developmental Status: _____</p> <p>Rel. to Support Group: _____</p> <p>Rel. to Learning: _____</p>

CONTINUOUS PROCESS IMPROVEMENT QCA PD		CONTINUOUS PROCESS IMPROVEMENT QCA PD	
Project Name	Morgan's Crossing	Project Name	Amberdale Steel
Project Manager		Project Manager	
Project Description	<p>reconstructing bridge to allow for new bridge design</p>	<p>new bridge upgrade new bridge design</p>	
Project Location		Project Location	
Project Start Date		Project Start Date	
Project End Date		Project End Date	
Project Budget		Project Budget	
Project Status		Project Status	
Project Sponsor		Project Sponsor	
Project Stakeholders		Project Stakeholders	
Project Risks		Project Risks	
Project Benefits		Project Benefits	
Project Deliverables		Project Deliverables	
Project Milestones		Project Milestones	
Project Metrics		Project Metrics	
Project Communication		Project Communication	
Project Documentation		Project Documentation	
Project Change Management		Project Change Management	
Project Quality Management		Project Quality Management	
Project Risk Management		Project Risk Management	
Project Stakeholder Management		Project Stakeholder Management	
Project Team Management		Project Team Management	
Project Procurement Management		Project Procurement Management	
Project Integration Management		Project Integration Management	
Project Planning Management		Project Planning Management	
Project Execution Management		Project Execution Management	
Project Monitoring and Control Management		Project Monitoring and Control Management	
Project Closing Management		Project Closing Management	
Project Communication Management		Project Communication Management	
Project Risk Management		Project Risk Management	
Project Quality Management		Project Quality Management	
Project Stakeholder Management		Project Stakeholder Management	
Project Team Management		Project Team Management	
Project Procurement Management		Project Procurement Management	
Project Integration Management		Project Integration Management	
Project Planning Management		Project Planning Management	
Project Execution Management		Project Execution Management	
Project Monitoring and Control Management		Project Monitoring and Control Management	
Project Closing Management		Project Closing Management	

<p> Date: 12/17/16 Date: 12/17/16 101. Filed are not a and, as far as any thing (1) </p>	<p> CONTINUING </p>
<p> Suggested Solution: It will be better, but doesn't work </p>	<p> Denial: C 12/17/16 101. Filed are not a and, as far as any thing (1) </p>
<p> Est. Completion Date: 12/17/16 Date Expediently Completed: Link to Thread: Link to Thread Rating: 2 Good, 1 Bad, 1 Engagement: 1 </p>	<p> Suggested Solution: 101. Filed are not a and, as far as any thing (1) </p>
<p> CONTINUING </p>	<p> Est. Completion: Date Expediently Link to Thread: Rating of 1 Engagement: 1 </p>

[illegible][illegible][illegible][illegible]

Name: Christina
 Date: 11/1/11
 Description: No clue about project
for 1st semester
for 2nd semester
 Important Notes:
go to uni+handout
don't miss any days
 For Semester 1: 2
 For Semester 2: 2
 Link to Syllabus Book:
 Grade: 100 Score: 100
 Page(s): 1

100-443886-350 (Rev. 10-27-69) FD-302 Date: <u>January 22, 1970</u>		Department: <u>Mobile</u> Division: <u>CA</u>	
Name: <u>James Earl Ray</u> Address: <u>Mobile, Alabama</u> Date of Birth: <u>5/5/28</u>		Sex: <u>M</u> Race: <u>W</u> Height: <u>5' 11"</u> Weight: <u>175</u> Eyes: <u>Blue</u> Hair: <u>Gray</u> Skin: <u>Fair</u>	
Date of Birth: <u>5/5/28</u> Place of Birth: <u>Mobile, Alabama</u> Date of Arrest: <u>1/10/70</u> Place of Arrest: <u>Mobile, Alabama</u>		Date of Release: <u>1/10/70</u> Place of Release: <u>Mobile, Alabama</u>	
Date of Conviction: <u>1/10/70</u> Place of Conviction: <u>Mobile, Alabama</u> Date of Sentence: <u>1/10/70</u> Place of Sentence: <u>Mobile, Alabama</u>		Date of Discharge: <u>1/10/70</u> Place of Discharge: <u>Mobile, Alabama</u> Date of Release: <u>1/10/70</u> Place of Release: <u>Mobile, Alabama</u>	

Species	Location	Date
<p><i>Amphispiza bilineata</i></p> <p>Male: <i>Amphispiza bilineata</i></p> <p>Female: <i>Amphispiza bilineata</i></p> <p>Immature: <i>Amphispiza bilineata</i></p>	<p><i>Amphispiza bilineata</i></p> <p><i>Amphispiza bilineata</i></p> <p><i>Amphispiza bilineata</i></p>	<p><i>Amphispiza bilineata</i></p> <p><i>Amphispiza bilineata</i></p> <p><i>Amphispiza bilineata</i></p>
<p><i>Amphispiza bilineata</i></p> <p><i>Amphispiza bilineata</i></p> <p><i>Amphispiza bilineata</i></p>	<p><i>Amphispiza bilineata</i></p> <p><i>Amphispiza bilineata</i></p> <p><i>Amphispiza bilineata</i></p>	<p><i>Amphispiza bilineata</i></p> <p><i>Amphispiza bilineata</i></p> <p><i>Amphispiza bilineata</i></p>

Name: _____
 Date: _____
 Page: _____
 Chapter: _____
 Section: _____
 Topic: _____
 Subtopic: _____
 Objective: _____
 Key Concepts: _____
 Definitions: _____
 Examples: _____
 Exercises: _____
 Solutions: _____
 Summary: _____
 Conclusion: _____
 References: _____
 Appendix: _____
 Index: _____
 Glossary: _____
 Bibliography: _____
 Footnote: _____
 Endnote: _____
 Acknowledgment: _____
 Disclaimer: _____
 Copyright: _____
 All rights reserved.


[illegible][illegible][illegible][illegible]

LOT



PARKING LOT

February 2016: Kaizen Form Version 1 (Project Form)

OWNER(S): Christina Woodruff, Whitney Whitford		WORKGROUP: Peds Chair's Office		DATE 10 / 07 /15	TARGET END DATE 01 / 30 /16
DESCRIBE THE PROBLEM <ul style="list-style-type: none"> 30 and 90 day reviews of new faculty by their division chief and the Chair were not being completed consistently, if at all. The Chair's office scheduled 90 day reviews once the forms were turned in from the chief. New faculty potentially felt they lacked engagement and support from their leaders. 			THE PLAN <ul style="list-style-type: none"> New process for 30/90 review with all communication and materials coming from the Chair's office and being tracked by a spreadsheet. Notices will go out to division heads, assistants and new faculty, prompting them to schedule a meeting and asking them to contact our office once that meeting has been scheduled. The form will be branded with the UW logo and has a fresh look and added questions. We will be holding division chiefs accountable by scheduling a review with the Chair at 90 days regardless of the new faculty meeting with the Chiefs. 		
Duplication Handoffs Motion Waiting Over-Processing Inventory Rework	IDENTIFY/QUANTIFY WASTE <ul style="list-style-type: none"> Duplication: Multiple offices working on the process which has caused confusion for new faculty and division chiefs. Duplication: Confusing on who should turn in the forms and who to turn the forms into. Multiple people sending and mailing the forms Motion: Division assistants do not know who to go to with questions. Waiting: Chair's office waited for forms to be turned in by Chiefs in order to schedule 90 day meetings. Inventory: 30 & 90 Day forms not branded and did not have instructions on whom to send form to after completion. 		FEELS  ANNUAL LABOR (@ \$ per min) \$2,216	POSSIBLE ROOT CAUSES <ul style="list-style-type: none"> No standardized process before. Faculty numbers are growing causing the old process to be outdated and more difficult to track. Having multiple communicators causes confusion. 	
		ANNUAL MATERIALS (Cost + 15%) \$218,500	CURRENT WORKAROUND/TODAY'S FIX <ul style="list-style-type: none"> The Chair's schedule in October and November is proving difficult to have these scheduled at 90 days. Did not anticipate confusion from the SCRI Center Director assistants and have recently had to discuss disconnect with division and center assistants. It was decided that the Division Head would meet with new faculty, but also get feedback from the Center Director if it made sense. 		
		TOTAL \$220,716			
IDEAL STATE/PROJECT GOAL Goal is to have a standardized process, outlining the expectations to the assistants and Division Chiefs and having one office control the communication, materials and process. Improving this process can increase faculty engagement and retain faculty by having them feel more supported by their senior leaders.					
LINK TO HOSPITAL GOAL(S) <ul style="list-style-type: none"> Engagement: New faculty will feel engaged and supported by their leadership, leading to better retention rates. Cost: Better faculty retention rates will reduce costs for recruitments 					
<input type="checkbox"/> Quality <input checked="" type="checkbox"/> Cost <input type="checkbox"/> Delivery <input type="checkbox"/> Safety <input checked="" type="checkbox"/> Engagement					

Busy, difficult to understand, time consuming to complete

Challenges with CPI

Felt burdensome for employees

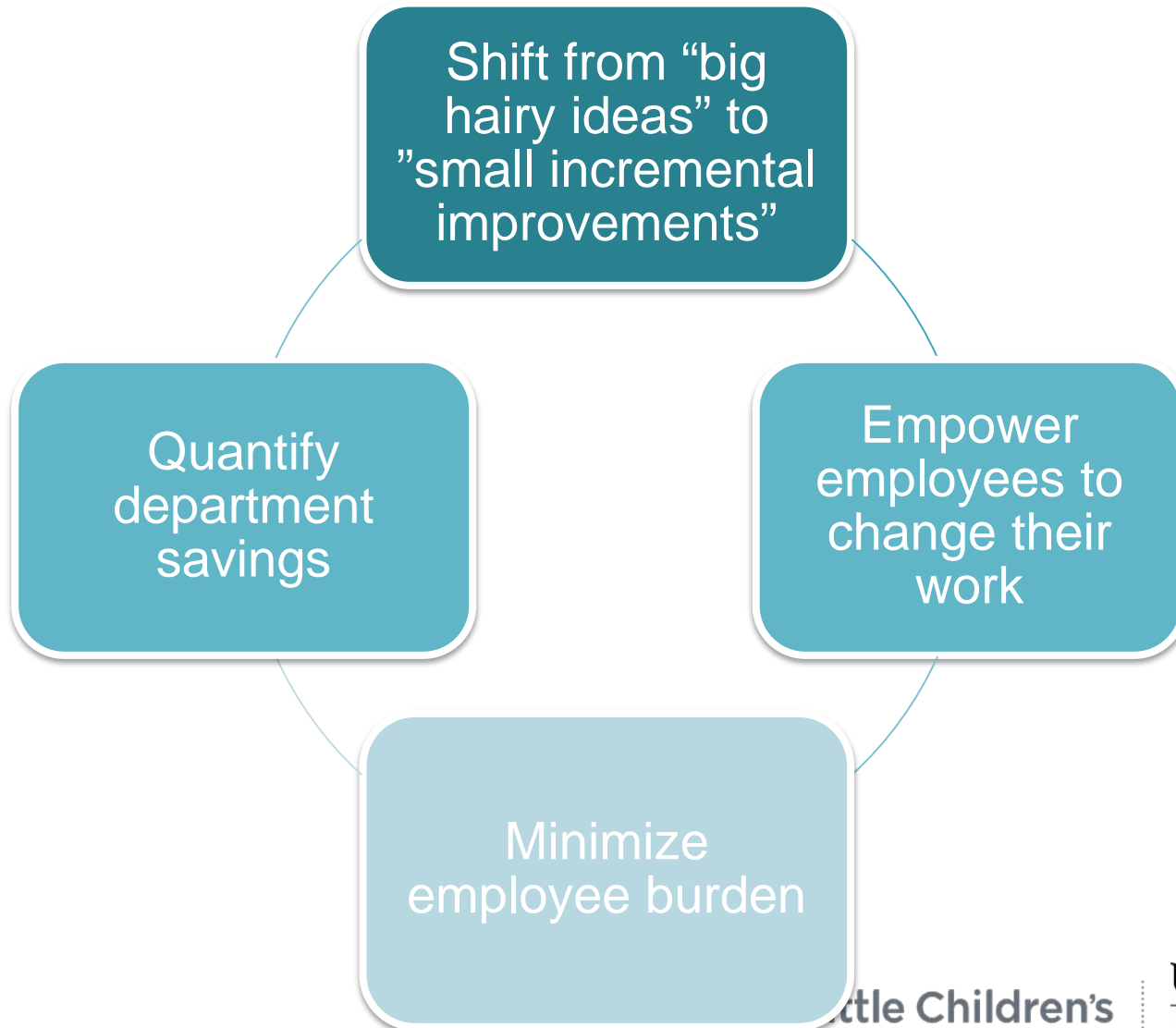
Lacked common language/terminology:
Employees from two different institutions

- UW = Lean
- SCH = CPI

Required review and approval process to
move forward

Improvement efforts lacked quantification

Revised Objectives: Goals of Kaizen



Reengineering the Process

April 2016

Re-evaluated
process

May 2016

Standardized
department
language

June 2016

Revised tool &
had staff test new
tool

July 2016

Implemented
monthly
submission



Seattle Children's
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UW Medicine
UW SCHOOL
OF MEDICINE

New Process – “Kaizen” = change is good



Standardized language

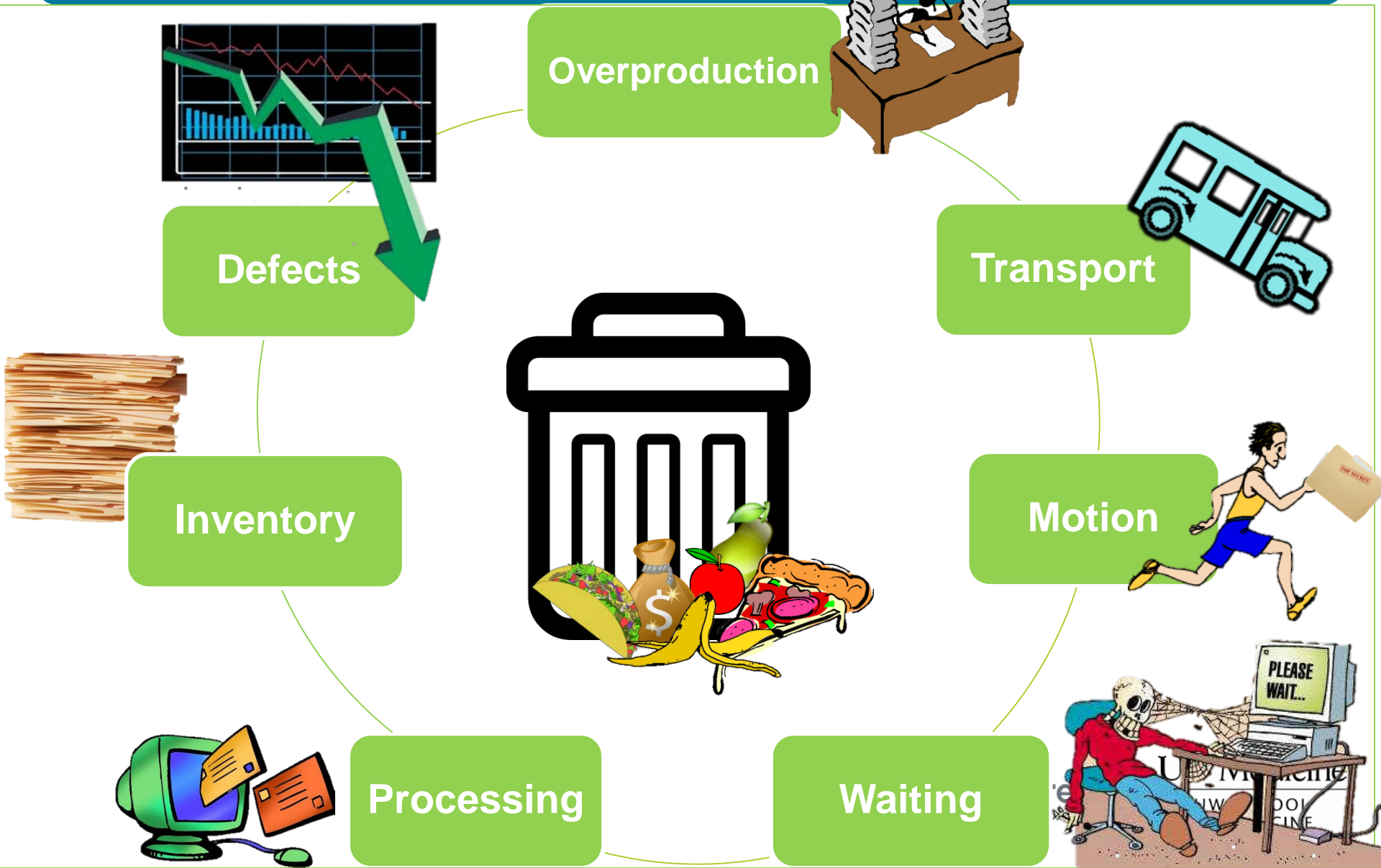
Simplified form: “walk the problem”

Set submission expectations

Track submissions & estimated savings (monthly)

Kaizen All Stars

Standardized Language: 7 Wastes



New Process – “Kaizen” = change is good



Standardized language

Simplified form: “walk the problem”

Set submission expectations

Track submissions & estimated savings (monthly)

Kaizen All Stars




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OF MEDICINE

Simplified Form

1. Describe the Problem
2. Identify Waste (to be minimized/eliminated)
3. Estimated Savings/Quantify Waste:

IDENTIFY/QUANTIFY WASTE						
Overproduction	Transport	Motion	Waiting	Processing	Inventory	Defects
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FEELS LIKE: 	ANNUAL LABOR (@ \$0.81 per min)		ANNUAL MATERIALS (Cost + 15%)		TOTAL	

- 5 minutes/day x 0.81 per min x 5 days/week x 50 working weeks/year = \$1,012.50

Simplified Form... Continued

4. **Possible Solutions:** Write down potential solutions to the problem. Doing nothing can always be an option
5. **Proposed Action:** Describe the solution picked
6. **Results Following Implementation:** Track noticeable changes, progress, success and potential failures of change
7. **Adjustments:** Any adjustments following implementation

New Process – “Kaizen” = change is good



Standardized language

Simplified form: “walk the problem”

Set submission expectations

Track submissions & estimated savings (monthly)

Kaizen All Stars



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OF MEDICINE

Submission Standards

- Staff are expected to submit monthly Kaizen forms – 11 submissions required/year (July–June)
- Next Step:
 - Kaizen efforts will be implemented into staff performance reviews

New Process – “Kaizen” = change is good



Standardized language



Simplified form: “walk the problem”



Set submission expectations



Track submissions & estimated savings (monthly)

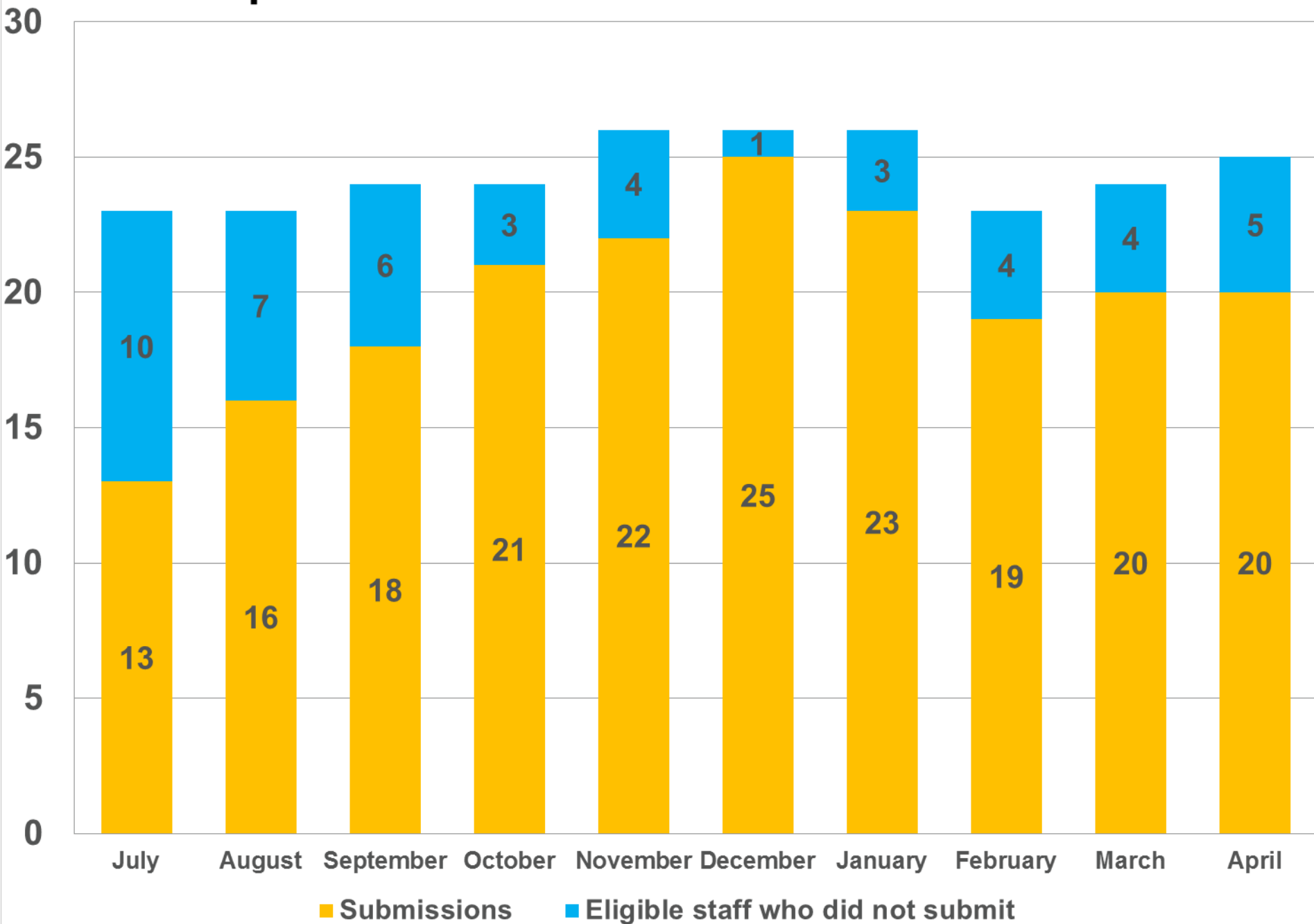


Kaizen All Stars

“Wall of Shame”

	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	Apr 2017	TOTALS
Alexander, Anne	1	1		1		1	1	1	1	1	8
Allen, Erin	1	1		1	1	1			1		6
Appel, Tim			1	1		1	1	1	1	1	7
Barningham, John	1	1	1	1	1	1	1	1		1	9
Bliss, Heather		1	1	1	1	1	1	1			7
Chapman, Barbara		1	1	1		1			2		6
Dietrich, Kari		1	1	1	1	1	1	1	2	1	10
Ewing, Travis				1	1	1	1	1	1	1	7
Foote, Shelby	1	1		1	1	1	1	1		1	8
Hanon, Julie			1		1	1	1	1	1		6
Hillers, Nate	1	1	1	1		1	1	1			7
Kawaguchi, Glen			1	1	1	1	1	1	1	1	8
Keng, McKenna	1	1	1	1	1	1	1	1	1	1	10
Kortas, Mike	1	1	1	1	1	1	1	1	1	1	10
Kozlowski, Jacek	n/a	n/a	n/a	n/a	1	1	1	1		1	5
Kwok, Daniel	n/a	n/a	n/a	n/a	n/a	1	1	1		1	4
LaFlamme, Tommy	1	1	1	1	1	1	1	1	1	1	10
Nakahara, Jenny						1					1
Norton, Matt	1	1	1	1	1	1	1	1	1	1	10
Pasquale, Eddie	n/a	n/a	n/a		1	1		1	1	1	5
Pasquale, Marie		1	1	1	1	1	n/a		1	1	7
Rulloda, Rose	1	1	1	1	1	1	1	1	1	1	10
Smith, Diana	1			n/a	n/a	n/a	1	n/a	n/a	n/a	2
Steele, Amanda				1	1	1	1	1	1	1	7
Sullivan, Sandra	n/a	n/a	n/a	n/a	1	1	1	1	1	1	6
Thippakesone, Becky			1	1	1	n/a	n/a	n/a	n/a	n/a	3
Woodruff, Christina	1	1	1	1	1	1	1	1	1	1	10
**Former Staff	1	1	2	1	2		2				9
TOTALS	13	16	18	21	22	25	23	21	20	19	198
Eligible Staff Totals	23	23	24	24	26	26	26	25	25	25	247

Department of Pediatrics Kaizen Submissions



Department of Pediatrics Kaizen Savings to Date



New Process – “Kaizen” = change is good



Standardized language

Simplified form: “walk the problem”

Set submission expectations

Track submissions & estimated savings (monthly)

Kaizen All Stars

September 2016: Kaizen All Stars

Chair
reviews all
monthly
Kaizen
submissions
& selects
'All Stars'


'All Stars'
presents
Kaizen at
monthly
staff
meeting

'All Stars'
receives a
small
monetary
prize (\$5
Starbucks
Card)



Seattle Children's
HOSPITAL • RESEARCH • FOUNDATION

UW Medicine
UW SCHOOL
OF MEDICINE


OWNER: Travis Ewing		Clinical Finance		11/21/2016		
<p align="center">DESCRIBE THE PROBLEM</p> <ul style="list-style-type: none"> I would receive Watertown Hotel invoices automatically from Accounts Payable via OnBase, even when the invoice weren't related to a Department of Pediatrics faculty recruit. Since I frequently approve hotel invoices, it was common for A/P to forward them to me. I would receive on average 5 a week and 40% of them were not related to a faculty recruit. And if the invoice was related to faculty recruitment, I would still have to research and find out who booked the reservation. 						
<p align="center">IDENTIFY/QUANTIFY WASTE</p>						
Overproduction	Transport	Motion	Waiting	Processing	Inventory	Defects
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>FEELS LIKE:</p> 		<p>ANNUAL LABOR (@ \$0.81 per min) 200 minutes per week x 52 weeks. \$8,424</p>		<p>ANNUAL MATERIALS (Cost + 15%) \$1,264</p>		<p>TOTAL \$9,688</p>
<p align="center">POSSIBLE SOLUTION(S)</p> <ul style="list-style-type: none"> In order for the invoices to be routed via OnBase to the correct Seattle Children's Employee who booked the reservation, the invoices needed to contain the employee's name. When the invoice is uploaded into OnBase, the SCH Employee will receive the invoice directly. If the invoice is related to faculty recruitment, the invoice will be forwarded to me for approval. 						
<p align="center">PROPOSED ACTION</p> <ul style="list-style-type: none"> I contacted the accounting department representative at Watertown Hotel, and requested that they add the SCH employee name on the invoice. Since their system can't automatically generate the name onto the invoice, the representative was willing to manually write the name on the PDF copy of the invoice. I received a revised invoice from Watertown Hotel, and contacted Ron Anderson in Accounts Payable. He confirmed that the name listed on the invoice would be appropriate and helpful for forwarding to the correct person. 						
<p align="center">RESULTS FOLLOWING IMPLEMENTATION</p> <ul style="list-style-type: none"> TBD The confirmation of changes to the invoice from Watertown Hotel was received on 11/18/2016. Going forward the invoices will contain the SCH employee name. 						
<p align="center">ADJUSTMENTS?</p> <ul style="list-style-type: none"> TBD 						

OWNER: Christina Woodruff WORKGROUP: Chair's Office DATE 01 / 11 / 17

DESCRIBE THE PROBLEM

- Tracking of annual review material has typically gone to one person, and as the Chair's office is down a staff member and have changing roles, it will be difficult to keep track of all materials.
- Faculty get confused if more than 1 person is requesting documents or answering questions each year.
- Old tracking system required 2 different documents for materials tracking.

IDENTIFY/QUANTIFY WASTE

Overproduction	Transport	Motion	Waiting	Processing	Inventory	Defects
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FEELS LIKE: 	ANNUAL LABOR (@ \$0.81 per min) \$2,527		ANNUAL MATERIALS (Cost + 15%)		TOTAL \$2,527	

POSSIBLE SOLUTION(S)

- Have 1 central inbox (PedsNews) for materials be sent and to be filed. Both McKenna and Christina will share roles in filing the 2017 annual review materials. All faculty notices will come out of the PedsNews email

PROPOSED ACTION

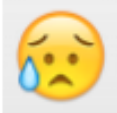
- Have 1 central inbox (PedsNews) for materials be sent and to be filed. Both McKenna and Christina will share roles in filing the 2017 annual review materials. All faculty notices will come out of the PedsNews email
- All email communications to faculty will come from the PedsNews inbox for annual reviews

RESULTS FOLLOWING IMPLEMENTATION

- Materials are already easier to handle since we have 2 people working on this process, it is much better time management.
- Having 1 document to track all materials is also more time efficient.
- Level loading of work in the Chair's office

ADJUSTMENTS?

-

OWNER: Daniel Kwok		WORKGROUP: HR/Payroll		DATE 4 / 10 / 17	
<h3>DESCRIBE THE PROBLEM</h3> <ul style="list-style-type: none"> Two separate appointment offer letters for a senior fellow / acting instructor. Doubles the work needed when it can be combined into one. More things to sign for all parties. 					
<h3>IDENTIFY/QUANTIFY WASTE</h3>					
Overproduction	Transport	Motion	Waiting	Processing	Inventory
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Defects					
<input checked="" type="checkbox"/>					
FEELS LIKE:	ANNUAL LABOR (@ \$0.81 per min) 30 min x .81 x 30 (approx. days where we use this template) = \$729.00		ANNUAL MATERIALS (Cost + 15%) N/A		TOTAL \$729.00
					
<h3>POSSIBLE SOLUTION(S)</h3> <ul style="list-style-type: none"> Combine the two letters, so that there is less paperwork to sign and create. 					
<h3>PROPOSED ACTION</h3> <ul style="list-style-type: none"> Went to AHR with our current templates to find out if it is possible to combine the two letters. After receiving permission to combine, created a template out of the combined letter. 					
<h3>RESULTS FOLLOWING IMPLEMENTATION</h3> <ul style="list-style-type: none"> Template will be used in the next cycle of joint senior fellow / acting instructor appointments 					
<h3>ADJUSTMENTS?</h3> <ul style="list-style-type: none"> None at the moment 					

Visibility Boards

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OF MEDICINE


Department of Pediatrics

(CPI) Continuous Pediatric Improvements


Seattle Children's
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Monthly Kaizen All Stars

Clinical Finance



WASTE MANAGEMENT
DEPARTMENT OF PESTICIDES
and ENVIRONMENTAL SERVICES

DATE: 10/13/2017

IDENTIFY QUANTITY & WASTE

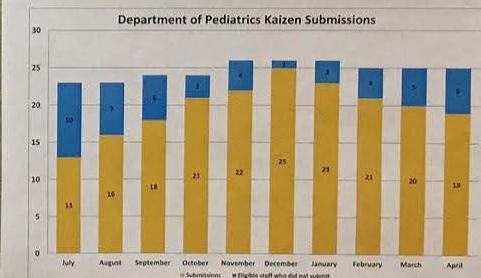
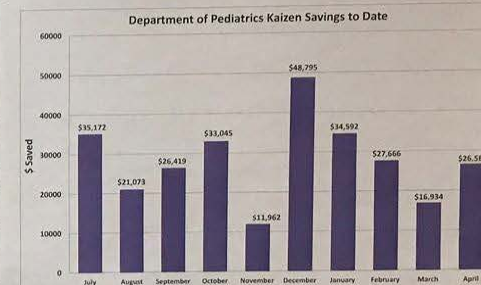
DESCRIPTION OF THE WASTE:

IDENTIFY QUANTITY & WASTE

Description	Amount	Unit	Chemical Name	Formula	Density	Hazard
1. PLUGS						X
2. WASTE						X
3. WASTE						X
4. WASTE						X
5. WASTE						X
6. WASTE						X
7. WASTE						X
8. WASTE						X
9. WASTE						X
10. WASTE						X
11. WASTE						X
12. WASTE						X
13. WASTE						X
14. WASTE						X
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60. WASTE						X
61. WASTE						X
62. WASTE						X
63. WASTE						X
64. WASTE						X
65. WASTE						

Q: Why did we pick Sandy Sullivan's Kaizen?
A: Sandy's kaizen organized a process and allows for more transparency in her work.

Accomplishments



Academic HR

[illegible]

Q: Why did we pick Rose Ruloda's Kaizen?
A: Rose's kaizen saves resources and money for the Department by utilizing recycling services for office supplies at UWI

[illegible]

Q: Why did we pick Amanda Steele and Julie Hanon's Kaizen?

A: Amanda and Julie's kaizen impacts clinical finance, the Chair's office, HR and faculty affairs work units. Their kaizen standardized a process and allows for others to be able to get information easier

[illegible]

Q: Why did we pick Marie Pasquale's Kaizen?
A: Marie's kaizen standardized/improved a large process in her work for new appointments

Conclusions

Increased staff engagement by focusing on their work

- 198 submissions/247 possible submissions from eligible staff = **80% Staff Submission Rate**

Realized incremental savings: calculated and tracked monthly

- **Year to Date Savings = \$282,245**

Conclusions

Making small incremental change can have big impact

Working on cross functional collaboration improves communication and team work

Striving for perfection can lead to inaction

Displaying success and impact enhances recognition

Personal kaizen:

- Make it simple.
- Make it something *you* can do.
- Declare it. Do it. Today.

Next Steps

- Streamline annual labor estimation tool
- Reward staff who submitted 11/12 Kaizens
- Build on current staff engagement in the Kaizen improvement methods and have bi-annual reviews of the process
- Include Kaizen participation in performance review process

Questions

