

RPIW Process Module 2

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Key Points

1. The purpose of the RPIW is to eliminate waste.
2. Many roles and responsibilities are involved in the RPIW.
3. Communication is critical throughout the process.
4. Follow-on is a vehicle for continuous improvement.

Roles and Responsibilities



Roles and Responsibilities

Team Lead and Sub-Team Lead: Attendance Requirements. No exceptions aside from medical emergencies. The RPIW process is dependent on leaders being punctual and present. The same criteria applies for participants.

Week -3: 100% No meetings, partial days, absences
Sponsor meeting: Tuesday, Wednesday, Thursday

Week -2: 50% Sponsor meeting: Tuesday, Thursday

Week -1: 25% Sponsor meeting: Wednesday

RPIW: 100% No meetings, partial days, absences
Sponsor meeting: Tuesday, Wednesday

Audit meeting: Will meet with Audit Leader, Process Owner, KPO/KOT Support and Sponsor Friday after the RPIW Report Out to confirm audit metrics.

All necessary modifications to calendars/work schedules must be made by the appropriate superior or designee to ensure full participation at the required time frame stated above. This includes exemption from any scheduled meetings, conference calls, partial days, etc., that may otherwise interrupt the dedicated time.

If the Team Lead or Sub-Team Lead cannot commit to the schedule, they have to be replaced.

Roles and Responsibilities

Participant: Attendance Requirements. No exceptions.

RPIW: 100%

If the participant cannot commit to the schedule, they will not be on the team.

Sponsor: Attendance Requirements. No exceptions.

Week -3: Daily rounding on the team

Sponsor meeting: Tuesday, Wednesday, Thursday

Week -2: Rounding on the team based on team's prep schedule

Sponsor meeting: Tuesday, Thursday

Week -1: Rounding on the team based on team's prep schedule

Sponsor meeting Wednesday

RPIW: Daily rounding on team, 100% available

Sponsor meeting: Tuesday, Wednesday

Audit meeting: Will meet with Team Lead, Sub-Team Lead, Audit Leader, Process Owner, and KPO/KOT Support Friday after the RPIW Report Out to confirm audit metrics.

One Sponsor per RPIW – a single Sponsor may have more than one RPIW. Sponsor must be CEO or a CEO direct report. Sponsorship cannot be delegated unless there is a delegation plan approved by John Black. If the Sponsor cannot commit to the schedule, they have to be replaced.

Roles and Responsibilities

Process owner: Attendance Requirements. No exceptions.

Week -3: Available to team for questions
Sponsor meeting: Tuesday, Wednesday, Thursday

Week -2: Available to team for questions
Sponsor meeting: Tuesday, Thursday

Week -1: Available to team for questions
Sponsor meeting: Wednesday

RPIW: Available to team for questions
Sponsor meeting: Tuesday, Wednesday

Audit meeting: Will meet with Team Lead, Sub-Team Lead, Audit Leader, Sponsor, and KPO/KOT Support Friday after the RPIW Report Out to confirm audit metrics.

Audit leader: Attendance Requirements. No exceptions.

RPIW: Will be a participant on the team (see requirements for participation)

Audit meeting: Will meet with Team Lead, Sub-Team Lead, KPO/KOT Support, Process Owner and Sponsor Friday after the RPIW Report Out to confirm audit metrics.

If the Process Owner cannot commit to the schedule, they have to be replaced.

Roles and Responsibilities

KPO/KOT Support: Attendance Requirements. No exceptions.

Week -3: 100% No meetings, partial days, absences
Sponsor meeting Tuesday, Wednesday, Thursday

Week -2: 50% Sponsor meeting Tuesday, Thursday

Week -1: 25% Sponsor meeting Wednesday

RPIW: 100% No meetings, partial days, absences
Sponsor meeting Tuesday, Wednesday

Audit meeting: Will meet with Team Lead, Sub-Team Lead, Audit Leader, Process Owner, and Sponsor Friday after the RPIW Report Out to confirm audit metrics.

Evaluations: Will distribute the Team Lead, Sub-Team Lead, Sponsor, and KPO/KOT Support Evaluations Friday morning prior to Report Out and collect prior to Report Out.

RPIW Tool Requirements

These tools will be completed **in black sharpie** with all RPIWs (no exceptions), **in the following order** with numbered pages. Bulleted items can go in any order between PQA Data and the Final Target Sheet. Next to each RPIW report out item is listed the responsible role who present this.

1. Starting SWCS - TL
2. Team Picture - TL
3. Project Form (electronic) - TL
4. Baseline Target Progress and Results Report (electronic) - TL
5. Current State Value Stream Map - STL
6. Takt Time Form - STL
7. PQA Data – STL
8. Participants tell their story using a mix of the following: forms:
 - Pre- and Post-Time Observation Form
 - Pre- and Post-Standard Work Combination Sheet
 - Pre- and Post- Standard Work Sheet
 - Pre- and Post-Percent Load Bar Chart
 - Idea Summary Sheet (minimum of 5)
 - Standard Work/Work Standards
 - Pre- and Post-5S Scores with pictures
9. Final Target Progress and Results Report (electronic) – TL
10. Newspaper – STL
11. Workshop Summary – TL or Participant
12. Thank you list – TL or Participant

The JBA consultant will ensure all forms are completed with the appropriate data and sign off on all pages. No changes will be made to the layout or set up of the forms.

Support groups such as IT, Facilities, Engineering, Housekeeping, etc., will be “on-call” for the RPIW.

They will be available any time the team lead requests their support. There should be a point person from these groups identified for the team lead.

20 minute video showing 10 minutes pre-kaizen and 10 minutes post-kaizen work



The Rapid Process Improvement Workshop

Purpose: Eliminate Waste

Step 1:

Plan



Step 2:

RPIW



Step 3:

Follow-On

Step 1: Plan

The purpose of the planning step is to ensure an efficient and effective RPIW.

The deliverables consist of:

- ▶ Identifying the Process Owner.
- ▶ Obtaining approval of goals and scope from Sponsor, including starting data.
- ▶ Obtaining accurate and detailed information related to the process and scope.

Area Process Owner Questions

Process: _____

- ▶ Where does the process begin and where does it end?
- ▶ What is the process deliverable?
- ▶ What measures are in place, and what targets are you measuring to?
- ▶ Who are your customers and suppliers for this process?
- ▶ What are your concerns and expectations?
- ▶ How do you characterize the purpose of this workshop?
- ▶ In your opinion, what would make this RPIW a success?
- ▶ How many people are involved in your process and what are their roles?
- ▶ Is there anyone you recommend we interview?

Workshop Planning

3 Weeks Prior

1. Baseline VSM completed.
2. Collect PQA and SWOT.
3. Determine boundaries.
4. Solidify scope.
5. Collect pre-kaizen data.
6. Develop communications plan.
7. Identify team participants.
8. Complete **Week -3** items on team lead checklist.

2 Weeks Prior

1. Notify team participants.
2. Continue with communication plan:
 - Staff.
 - Process Owner.
 - Support teams (i.e. IT, facilities).
3. Schedule **Week -1** team meeting.
4. Complete **Week -2** items on team lead checklist.

1 Week Prior


1. Develop team assignments.
2. Hold team meeting.
3. Complete **Week -1** items on team lead checklist.

Week -4

On the Monday prior to the **Week -3** Prep week, the following must be completed and sent to the consultant by the KPO/KOT Support:

1. Itinerary for **Week -3**.
(Sensei/consultant itinerary is in Forms).
2. RPIW Project Form.

Week -4 Itinerary Sample

		Mr. Iwata's Schedule			
		March 10 - 14, 2008			
<i>RPIW Week</i>					
		KPO Contact	John Doe	Phone/Mobile	123-456-7890
	Monday 3/10/08	Tuesday 3/11/08	Wednesday 3/12/08	Thursday 3/13/08	Friday 3/14/08
8:00 a.m.	RPIW Monday Training 8-2:30 PM Location: Auditorium	Gemba work	Gemba work	Gemba work	Sign off by 8:30 am
9:00 a.m.					Team practice for report out
10:00: a.m.					
11:00 a.m.					
12:00 noon					
1:00 p.m.					
1:30 p.m.					
2:00 p.m.					
3:00 p.m.	Team waste walk 2:30-4:30 PM				
4:00 p.m.		Sponsor mtg 4-4:30 PM	Sponsor mtg 4-4:30 PM		Audit meeting in KPO after report out
Gemba Locations	Department	Location	KOT Support		
Team 1	Cardiology	6th Floor	Ann Smith 123-444-5677		
Team 2	Pediatrics	Main Mall	Bob Jones 123-444-8899		

Week -4 Project Form Sample

Jba-Consulting		RPIW Workshop Project Form-											
RPIW # & Project Name: RPIW# 47 – Decrease Defects in Available Shifts		Report Out Wk: July 8-12, 2013											
<i>If linked to past project, note RPIW # & Project Name here:</i>													
<p>Sponsor: Mike Northcott Process Owner: Kweku Johnson/ Norma Noesgaard Team Leader: Debra-Jane Wright Sub Team Leader: Renata Mag-atas-Blair Audit Leader: Kaizen Support: Monique Harmon-Atkinson</p> <p>Content Experts (if applicable) 1. Gale Cummings, Analyst 2.</p> <p>Team Members (Participants) <i>Must be present all 5 workshop days to qualify as a Participant; 5-6 Participants (in addition to TL/STL) is ideal – do not exceed 7</i></p> <table style="width:100%;"> <tr> <td>1. Rhonda Stewart</td> <td>Scheduler</td> </tr> <tr> <td>2. Colette Holynski</td> <td>5000 Scheduler</td> </tr> <tr> <td>3. Tanya Verrall</td> <td>Lean Leader</td> </tr> <tr> <td>4. Bonnie Blakley</td> <td>Lean Leader</td> </tr> <tr> <td>5. Lisa Varley</td> <td>5000</td> </tr> <tr> <td>6. Jodi Moskal</td> <td>5000</td> </tr> </table> <p>Other Departments Contacts 1. Jeremy Ring Manager 6100 2. Donna Jouan-Tapp Manager 5300 3.</p>	1. Rhonda Stewart	Scheduler	2. Colette Holynski	5000 Scheduler	3. Tanya Verrall	Lean Leader	4. Bonnie Blakley	Lean Leader	5. Lisa Varley	5000	6. Jodi Moskal	5000	<p>Current Situation:</p> <ul style="list-style-type: none"> The current count process requires a “clean up” every Monday or Tuesday in order to ensure the shifts in ESP are accurate. The accuracy of shifts in ESP is critical to ensuring the right shifts are being filled. There is an opportunity to decrease the number of times Schedulers are “touching” and adjusting shifts before it can be considered accurate. Ideally information would be entered into ESP correctly, the first time. There is another opportunity to eliminate the multiple schedule sources which is dependent on the schedules in ESP being accurate. Accuracy in schedules is the foundation of being able to offer shifts further out in advance through electronic means. Scope may include leave request and shift trade process and return to work Scope may include all paper process in unit to have one single source of schedule Process to build rotation is out of scope
1. Rhonda Stewart	Scheduler												
2. Colette Holynski	5000 Scheduler												
3. Tanya Verrall	Lean Leader												
4. Bonnie Blakley	Lean Leader												
5. Lisa Varley	5000												
6. Jodi Moskal	5000												
Production Requirements / Takt Time Calculations: 450 minutes / 50 shifts = 9 Minutes		RPIW Theme: Increase the accuracy of ESP schedules (available shifts) Decrease touch-points in schedule accuracy Eliminate multiple schedule sources – 1 source of truth (ESP)											
<p>Process Flow:</p> <pre> graph LR A[Shift requested] --> B[Shift checked] B --> C[Shift filled] </pre>		RPIW Departments: People and Partnerships 5000, CSSO, 5300, 6100											
Used with the permission of Saskatchewan Ministry of Health		Sponsor signature: _____ Process owner signature: _____											

Week -3

These are the tools you will utilize during **Week -3**:

1. Team Lead Checklist.
2. Communication Plan.
3. SWOT Analysis.
4. Pre-Kaizen forms (as noted in team lead checklist).

Team Lead Checklist

(Please see your RPIW Materials)

KPO Specialist: _____ Phone: _____

Consultant: _____

Activity	TL or STL
Week -3 100% Time commitment	
Monday: <ul style="list-style-type: none"> <input type="checkbox"/> Read Kick Off Email and place status meetings on your calendar. <input type="checkbox"/> Meet with KPO support person and sponsor. <input type="checkbox"/> Reserve a room close to the Gemba for your team during RPIW week. <input type="checkbox"/> Contact IT to set up printers where the team will be working. <input type="checkbox"/> Meet with managers to gain assistance in communicating with staff. Ask about the possibility of attending staff meetings during preparation weeks if possible. <input type="checkbox"/> In the Gemba, observe work, perform SWOT analysis, ask for data from appropriate departments for PQA, begin standard work sheets, Takt Time, idea sheets, and develop project form. <input type="checkbox"/> Begin current state VSM. 	Both
Tuesday: <ul style="list-style-type: none"> <input type="checkbox"/> In the Gemba, continue data collection: distribute stick tallies, use standard work sheets and develop project form, time observations forms, standard work combination sheets, percent load charts and idea sheets. <input type="checkbox"/> Obtain PQA data to complete Takt Times and create paretos. <input type="checkbox"/> Perform root cause analysis on current data and observations. <input type="checkbox"/> Continue development of project form and current state VSM. <input type="checkbox"/> Have documents prepared and reviewed for 4:00 p.m. status meeting. 	Both

Team Lead Checklist – Cont.

(Please see your RPIW Materials)

Activity	TL or STL
Week -3 100% Time commitment	
Wednesday: <ul style="list-style-type: none"> <input type="checkbox"/> In the Gemba, continue data collection: distribute stick tallies, use standard work sheets, and develop project form. time observations forms, standard work combination sheets, percent load charts and idea sheets. <input type="checkbox"/> Complete current state VSM. <input type="checkbox"/> Continue development of project form including participant selection. <input type="checkbox"/> Begin baseline Target Progress Report (all categories) will be measured. <input type="checkbox"/> Have documents prepared and reviewed for 4:00 p.m. status meeting. 	Both
Thursday: <ul style="list-style-type: none"> <input type="checkbox"/> Determine if you will need assistance for your project from the following departments and work with the KPO to get what you need: 1) IT, 2) Facilities, 3) Materials, 4) Marketing. <input type="checkbox"/> In the Gemba, continue data collection: distribute stick tallies, use standard work sheets, and develop project form. time observations forms, standard work combination sheets, percent load charts and idea sheets. <input type="checkbox"/> Continue development of project form including participant selection. <input type="checkbox"/> Continue baseline Target Progress Report (all categories) will be measured. <input type="checkbox"/> Have documents prepared and reviewed for 4:00 p.m. status meeting. <input type="checkbox"/> Schedule team meeting for team to be held during Week -1. 	Both
Friday: <ul style="list-style-type: none"> <input type="checkbox"/> In the Gemba, continue data collection: distribute stick tallies, use standard work sheets, and develop project form. time observations forms, standard work combination sheets, percent load charts and idea sheets. <input type="checkbox"/> Finalize project form including participant selection. <input type="checkbox"/> Finalize baseline Target Progress Report (all categories) will be measured. <input type="checkbox"/> Communicate with KPO support person your Week-2 and Week-1 schedule. 	Both

Team Lead Checklist – Cont.

(Please see your RPIW Materials)

Week -2 50% Time commitment	
Week: <ul style="list-style-type: none"> <input type="checkbox"/> In the Gemba, finalize data collection: standard work sheets, time observations forms, standard work combination sheets, percent load charts and idea sheets. <input type="checkbox"/> Finalize project form. <input type="checkbox"/> Schedule Gemba Report Out(s) to occur the week immediately following the RPIW. Include area manager/leader and all appropriate staff. <input type="checkbox"/> Communicate with KPO support person your Week-I schedule. <input type="checkbox"/> Have documents prepared and reviewed for 4:00 p.m. status meeting Tuesday and Thursday. 	Both
Week -I 25% Time commitment	
Week: <ul style="list-style-type: none"> <input type="checkbox"/> Hold team pre-meeting to review the project form and target sheet with participants, as well as the expectation for the week (scrubs or no scrubs, 100% participation- no exceptions, pay). <input type="checkbox"/> Obtain camera from KPO and videotape 10 minutes of your pre-kaizen state on the Gemba. Follow your organization’s policy in regards to using patient faces and protected personal information (HIPPA). Take still photos of area and processes as needed. <input type="checkbox"/> Create RPIW week assignments Communicate with KPO support person your Week-I schedule. <input type="checkbox"/> Print project form and target sheet to present during Monday RPIW Training 	Both but video must be done by STL

Team Lead Checklist – Cont.

(Please see your RPIW Materials)

RPIW Week 100% Time commitment	
<p>Week:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Facilitate work of team, mentor team members Obtain camera from KPO and videotape 10 minutes of your pre-kaizen state on the Gemba. Follow your organization’s policy in regards to using patient faces and protected personal information (HIPPA). Take still photos of area and processes as needed. <input type="checkbox"/> Prepare for and attend status meetings on Tuesday and Wednesday. <input type="checkbox"/> Print project form and target sheet to present during Monday RPIW Training <input type="checkbox"/> Videotape 10 minutes of your post-kaizen state on the Gemba. Follow your organization’s policy in regards to using patient faces and protected personal information (HIPPA). Take still photos of area and processes as needed. <input type="checkbox"/> Take team photo. <input type="checkbox"/> Ask for help from consultant/KPO support at any time. <input type="checkbox"/> Remind team not to be loud, disrupt patient care, or unnecessarily keep staff from work. <input type="checkbox"/> Ensure all newspaper items have been completed. Meet with the responsible person for completion of any items left open to clarify their role. <input type="checkbox"/> Practice report out presentation with the entire team. 20 minute Takt Time maximum. <input type="checkbox"/> Make one copy of the entire report out. <input type="checkbox"/> Ensure all participants, TL, and STL complete participations. <input type="checkbox"/> Hand in organized binder to KPO with all supporting documents. <input type="checkbox"/> Attend post-report out audit meeting and Summary of Impact meeting with KPO. 	Both but video must be done by STL
Week+1	
<p>Week:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Participate in Gemba report out(s). <input type="checkbox"/> Be available for questions. 	Both

Pre-RPIW Communication Plan

Task	Responsibility
Assist Sponsor with development of project form prior to Week -3 (i.e. a few pieces of data in the ‘Current Situation’ section).	KPO and Sponsor.
Define roles and responsibilities for all stakeholders.	KPO, Process Owner, Sponsor, and Team Lead.
Identify all support groups and point people for each group (i.e. IT, facilities, housekeeping) and communicate the expectations to each.	KPO and Team Lead.
Put flip charts in the workshop area to capture documentation on RPIW issues, and to address questions and concerns.	KPO
Ensure ongoing communication with area staff and support groups	Process Owner and Team Lead.
Conduct routine reviews with Sponsor and Process Owner regarding any changes/updates to the proposed RPIW scope.	KPO, Process Owner, Sponsor, and Team Lead.



During RPIW Communication Plan

Task	Responsibility
Identify and address any barriers to the process, and pull in resources as appropriate.	Sponsor, process Owner, Team Lead, and Sub-Team Lead.
Ensure ongoing communication with support groups and area staff.	Process Owner and Team Lead

Post-RPIW Communication Plan

Task	Responsibility
Facilitate audit meeting after report-out.	KPO
Schedule 30-60-90-180 day audits and post results.	KPO
Publish open newspaper items.	KPO
Conduct “All-Area Employee and Stakeholder” meeting during Week +1.	Team Lead and Sub-Team Lead, with Process Owner and Sponsor in attendance
Conduct review of results with Sponsor and Process Owner.	KPO, Process Owner, and Sponsor
Round with Process Owner and provide support to Process Owner and Process Engineer to enable their full attention to follow-on (i.e. delegate work, relieve meeting obligations, etc.).	Sponsor and Process Owner

SWOT Analysis

Location: _____ Date: _____ Your Name _____

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS

Week -3 Pre Kaizen Forms

		# Shifts/Day	_____
	(X)	# of Hours/Shift	_____
	(=)	# of Hours/Day	_____
	(X)	60 Minutes/Hours	<u>60</u>
	(=)	# of Minutes/Day	_____
	(-)	Breaks (Minutes)	_____
	(-)	Wash Time (Minutes)	_____
	(-)	Tool Change (Minutes)	_____
	(=)	Total Minutes Available/Day	_____
	(/)	Units Sales/Day	_____
TAKT TIME:	(=)	Minutes per Unit	_____

OR:	(X)	60 Seconds/Minute	
TAKT TIME:	(=)	Seconds per Unit	_____

Week -3 Pre Kaizen Forms

Pre Kaizen or Post Kaizen

Time Observation Form

Process		Observation Time												Observer		Observation Date:	
Step #	Description of Operation	1	2	3	4	5	6	7	8	9	10	11	12	Component Task Time	Remarks		
Time for 1 cycle:																	

Week -3 Pre Kaizen Forms

Jba-Consulting		Pre Kaizen		or	Post Kaizen	
Process Name:			Percent Load Chart (Bar Chart)			Date:
Product Line:		Scope of Operations	From:		Department	Supervisor
RPIW #:			To:			
Sum Total of Operator Cycle Times:		Takt Time:		$\frac{\text{Sum of Operator Cycle Times}}{\text{Takt Time}} = \frac{\sum \text{O.C.T.}}{\text{T.T.}} = \text{---} = \boxed{}$		Team Members Required
Circle One: Seconds - Minutes - Hours - Days Time						
Operator						
Operator Cycle Time						
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Week -3 Pre Kaizen Forms

Evaluator Name: _____ Date: _____ Score: _____ Pre 5S or Post 5S		
Item Number and Description	Scoring Criteria Rating Scale: 1 – 5 (Poor=1, Excellent=5)	Item Score (1-5)
1. Removing unnecessary items	All items not necessary for performing work are removed from the workspace; only tools and products are present at the work stations	
2. Storage of cleaning equipment	All cleaning equipment is stored in a neat manner; handy and easily available when needed (i.e. Windex, dust cloths, computer cleaner)	
3. Floor Cleaning	All floors are clean and free of debris and dirt. Cleaning of floors is done daily at a minimum	
4. Bulletin Boards	No outdated announcements are displayed. All are arranged in a straight and neat manner	
5. Emergency Access	Fire hoses and emergency equipment are unobstructed and stored in a prominent easy-to-locate manner	
6. Items on the Floor	No items are left to sit directly on the floor; everything is elevated (exception garbage and recycling)	
7. Aisle ways - Marking	Aisles and walkways are clearly delineated (obvious) and can be identified at a glance; lines are straight and at right angles	
8. Aisle ways – Maintenance	Aisles are always free of material and obstructions; nothing is ever placed in the aisles	
9. Storage and Arrangement	Storage of boxes, containers and material is always neat and at right angles. When items are stacked, they are never crooked or in danger of toppling over	
10. Equipment – Cleanliness	All machines kept clean by routine daily care; ie all computers are clean and dust free, copiers have toner loaded etc	
Subtotal of this page:		

Week -3 Pre Kaizen Forms


Employee/Area	Problems	Measures Taken	Results

Before Improvement	After Improvement

Remarks: _____

Note: _____

Week -3 Pre Kaizen Forms

<i>RPIW Newspaper</i>		©			
RPIW #			ReportOut Date:		
Team Name:			Team Number:		
Team Leader / Sub Team Leader:			Sponsor:		
Point #	Problem	Action to undertake to solve the problem	Responsibility	Due date	Status of Pro RPIW report out
1					
2					
3					✓
4					✓
5					✓
6					✓
7					✓
8					✓
9					✓
10					

Week -3 Pre Kaizen Forms

Target Progress Report and Results Sheet

Team # and Name: _____
 Department: _____
 Product/Process: _____
 TAKT Time: _____

Report Out Date: _____
 Sponsor: _____
 Team Leader: _____
 Audit Leader / KOT: _____
 Support: _____
 (assigned by Sponsor)

MEASURES	BASELINE	TARGET	DAY 1	DAY 2	DAY 3	FINAL	PERCENT CHANGE
Space (Sq. Ft.)							
Inventory							
Walking Distance (ft)							
Part Travel Distance							
Leadtime (h:mm:ss)							
Quality (# Defects per day)							
Productivity Gain <small>Output Input</small>							
5S-Envirnmtl,Health&Safety							
Set-Up (mm:ss)							
Cycle Time (mm:ss)							
Capacity							

Remarks: _____

Week -2

This is the tool you will utilize during **Week -2** in conjunction with those used in **Week -3**:

- RPIW Invitation Letter.

Sample RPIW Invitation Letter

Today's Date:

To:

Subject: Rapid Process Improvement Workshop (RPIW)

You have been identified as a key participant in the upcoming Rapid Process Improvement Workshop hosted by _____. The five-day workshop will target the _____ process and is comprised of representatives from several key organizations. You have been selected by your management to represent your organization and make decisions regarding process improvements which impact your organization.

Success of the event depends on your full-time participation and commitment to the process. Please contact your manager for further information.

This workshop will be held:

Place:

Date:

Time:

We look forward to seeing you there and appreciate your support.

Signed/Department Level Manager



Step 1: Plan Week -1

This is the tool you will utilize during **Week -1** in conjunction with those used in **Week -2** and **Week -3**:

1. Pre-Kaizen video (10 minutes).

Pre-Kaizen Video

- ▶ Sub-Team Lead will videotape 10 minutes of the current situation to show the “pre-kaizen” state.
- ▶ The video will run in the background of the Report Out, without sound.
- ▶ Follow your organization’s policies and procedures regarding the use of patient information, faces, etc.

Step 2: Workshop Delivery

RPIW Workshop Week (high level overview)

1. Attend RPIW Monday Training and take team on “waste walk” afterward in the Gemba.
2. Perform rapid improvements on the Gemba each day.
3. Attend Tuesday and Wednesday status meetings in the afternoon (Sponsor, Process Owner, Team Lead, Sub Team Lead).
4. Sub-Team Lead will complete Post-Kaizen video (10 minutes).
5. Attend Friday morning prep for Report Out, present Report Out with team Friday afternoon and hand off to sponsor, attend audit meeting.
6. KPO will send Report Out pdf to JBA Lead consultant by end of day Monday of **Week +1**.

Step 3: Follow-On

High level overview:

1. Complete actions identified but not completed during workshop on newspaper.
2. Hold gains achieved and provide a vehicle for continuous improvement. If gains are not held, the Process Owner creates an action plan to get back on track with support from Sponsor. The Sponsor and Service Line Leader are ultimately accountable.

Follow-On Roles & Responsibilities

Sponsor

- ▶ Communicate Follow-On process to area management.
- ▶ Set up a schedule for review of the Newspaper (action items).
- ▶ Present facilities requests for prioritization.
- ▶ Actively participate in Follow-On meetings with workshop groups.
- ▶ Support Process Owner in clearing their schedule, delegating work, etc., as needed so Process Owner can give full attention to maintaining gains.

Follow-On Roles & Responsibilities

Process Owner

- ▶ Brief the sponsors on results and review action items routinely, including responding to issues and roadblocks.
- ▶ Identify Process Engineer: who is the best person to ensure the new process is followed for at least three weeks? This person should have their schedule cleared, work delegated, etc., in order to support the new process.
- ▶ Prioritize facilities requests not completed during the RPIW week.
- ▶ Obtain support from Sponsor in clearing schedules, delegating work, etc., as needed to give full attention to maintaining gains.
- ▶ Communicate what's working and what isn't to Management and/or Sponsor.

Follow-On Roles & Responsibilities

Area Management (i.e. Director, VP)

- ▶ Assumes ultimate responsibility and accountability for RPIW and communicates to stakeholders.
- ▶ Assist in the elimination of roadblocks.
- ▶ Support Process Owner in clearing their schedule, delegating work, etc., as needed so Process Owner can give full attention to maintaining gains.

Team Participants

- ▶ Educate non-participant colleagues on the process to ensure viability.

KPO

- ▶ Collect audit metrics from audit leader and communicate metrics to sponsor and process owner.
- ▶ Ensure timely completion of open newspaper items through follow-up with the responsible person identified on each newspaper item.

Step 3: Follow-On

These are the tools you will utilize during the **Follow-On**:

1. 30-60-90 Summary of Newspaper and Audits.
2. Newspaper Summary of Completion.

Step 3: Follow-On

Audit Meeting Outcomes

- ▶ Team lead, subteam lead, audit leader, KPO/KOT support, process owner and sponsor attend.
- ▶ 2 audit metrics are selected from the final target sheet.
- ▶ Criteria around audit sample size (ie 5 time observations, 10 stick tallies, etc) are determined.
- ▶ Criteria related to what constitutes a red, yellow and green audit are identified.
- ▶ The audit scale should be documented on the audit plan to maintain consistency and objectivity with the audit.

Example: Final cycle time is 10:00 minutes

Sample size: 10 observations

Average of 10 observations will result in the following audit color

Green: \leq 10:00 minutes

Red: \geq 10:00 minutes

- ▶ The audit metric with the worst score determines the overall audit color on the audit tracker.

Example: 1 metric was red, 1 metric was green.....final audit color = red

RPIW Newspaper													
RPIW Event #				ReportOut Date:									
Team Name:				Team Number:									
Team Leader / Sub Team Leader:				Sponsor:									
							please update this column by	please update this column by	please update this column by				
							30-Jan	29-Feb	30-Mar				
							Status of Progress	Status of Progress	Status of Progress	Status of Progress			
Point #	Problem	Action to undertake to solve the problem	Responsibility	Due date	RPIW report out	% complete	30 day update	% complete	60 day update	% complete	90 day update	% complete	Notes
1													
2													
3													
4													
5													
6													
7													
8													
9													
10													

RPIW Process Summary

1. An effective RPIW utilizes the Lean tools and methodologies and involves many roles.
2. Observing the work on the gemba and obtaining information from the people performing the work is key to success.
3. Communication is critical throughout the process.
4. Follow-On is the vehicle for continuous improvement after the RPIW week.

Appendix – Master Planning Checklist

Master Planning Checklist

Three Weeks Prior to RPIW (high level overview – consult your Team Lead checklist for specifics).

1. Meet with the JBA consultant on Monday to kick-off the event.
2. Develop a communication plan and meet with area staff and management frequently to communicate progress and obtain ideas. Conduct SWOT analysis.
3. Identify workshop target area(s) and go to the gemba to collect data: PQA, Takt Time, time observations, standard work combination sheets, standard work sheets, percent load charts, 5S opportunities, and idea summary sheets.
4. Create value stream map of current state and baseline target sheet, and identify team participants. Ensure management and stakeholder buy-in and commitment.

Master Planning Checklist

Two Weeks Prior to RPIW (high level overview – consult your Team Lead checklist for specifics).

1. Continue data collection using standard RPIW and kaizen tools.
2. Continue communication plan by posting blank idea summary sheets in the area to capture ideas and concerns or questions and determine who and how will respond.
3. Connect with people in the department to describe what will happen, what the expectations are and answer any questions.
4. Continue communication plan from **Week -3**, including identifying and contacting all participants. Set date for team meeting for next week.

Master Planning Checklist

One Week Prior to RPIW (high level overview – consult your Team Lead checklist for specifics).

1. Develop team assignments for the RPIW week.
2. Hold team meeting with all participants; provide them the project form and target sheet, discuss expectations regarding parking, dress code, hours, etc.
3. Obtain sponsor and process owner signature on project form.
4. On the Friday prior to the RPIW Week (end of **Week -1**), the following must be completed and sent to the consultant (give to your KPO support):
 - Project Form.
 - Pre-Target Sheet.

For Japanese Sensei's, #4 must be sent by Wednesday of Week -1 to Kumi Otake for translation.