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A Coaching and Team Performance Evaluation Model to Build Capacity for High-Impact Lean Improvement

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Team Members: Suneela Nayak, Stephen Tyzik, Amy Sparks

Problem/Impact Statement:

In 2015 and 2016, Maine Medical Center (MMC) implemented Operational Excellence (OpEx), a lean-based daily management system, as the organization's platform for improvement work. Throughout implementation, the MMC OpEx team leveraged the robust daily management system to identify coaching needs and deployed coaches to provide real-time coaching on lean improvement. As the 110 teams live with OpEx began to advance beyond daily improvement goals to improvement projects, developing a coaching system to build the skills necessary for high-impact improvement work became imperative. Personalized coaching would help teams succeed by using targeted interventions to successfully address skill gaps and barriers to larger-scale

Scope:

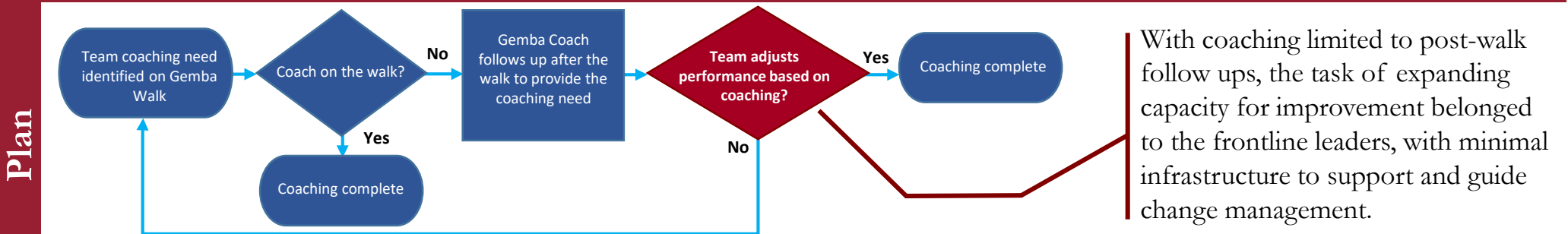
In Scope: Teams coached by the Maine Medical Center Operational Excellence Team

Out of Scope: Teams coached by other Operational Excellence or Improvement programs

Goal/Objective:

Develop a team evaluation tool to create tailored coaching solutions to help frontline leaders and teams advance capacity for large-scale, high-impact lean improvement projects.

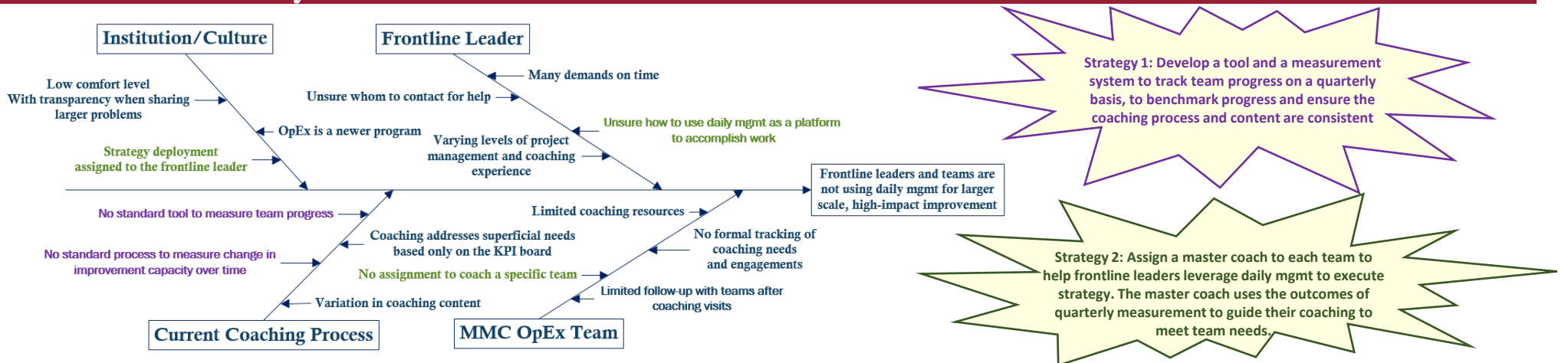
Baseline Metrics/Current State:



Large-scale/higher-impact Improvement work status January 2017 (~1.5 years post-go live):

Completed projects: 0 Completed Kaizen Events: 0 Completed A3 storyboards: 0

Root Cause Analysis:



Countermeasures

Countermeasure	Date
Develop assessment tool (Version 1) for team capacity for improvement using the Shingo Model, as adapted by the Lean Enterprise Institute*	February 2017
Evaluate teams using the assessment tool v1 on the Gemba Walk to ensure compliance with behaviors for basic Lean Improvement	March 2017
Revise assessment tool, allowing the MMC OpEx team to collaboratively calculate a numeric score for each team every quarter (Version 2)	August 2017
Develop and execute a coaching plan for each team, based on scores generated by assessment tool	October 2017
Assign a "master coach" from the MMC OpEx team to partner with each team live with OpEx, to execute the coaching plan	October 2017-October 2018
Implement project documents to track project work in the Gemba, to facilitate coaching of non-daily daily goals (a need identified in the assessment process)	May 2018
Share results of October 2017-18 scoring and coaching with leaders, for top-down coaching, where appropriate.	October 2018
Revise assessment tool, updating the scoring criteria to match advancing team performance and need for project management (Version 3)	October 2018
Master coaches share scores with teams, build and execute a coaching plan in collaboration with frontline leaders	October 2018-present
Master coaches meet together weekly, to proactively check progress and identify strategies to improve team performance when needed	January 2018-present

MMC Lean Improvement Evaluation Matrix, Version 3

Complexity	→		
Align Criteria	The team selects KPIs using Strategic Deployment	The team selects KPIs that have the opportunity for spread	The team uses KPIs to advance organization-level kaizen and project work
Enable Criteria	The team participates in daily mgmt by being present in the Gemba and supporting KPIs	The team partners effectively across functional/professional groups	The team uses a forum to oversee the KPI process from selection to closure
Improve Criteria	The team's KPI goals are true PDSA cycles or projects	The team collaborates to deploy improvement tools	The team uses action plans to hardwire sustain improvement

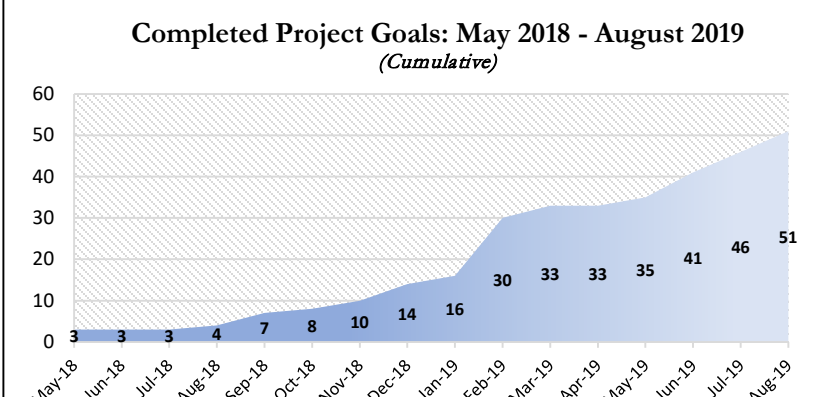
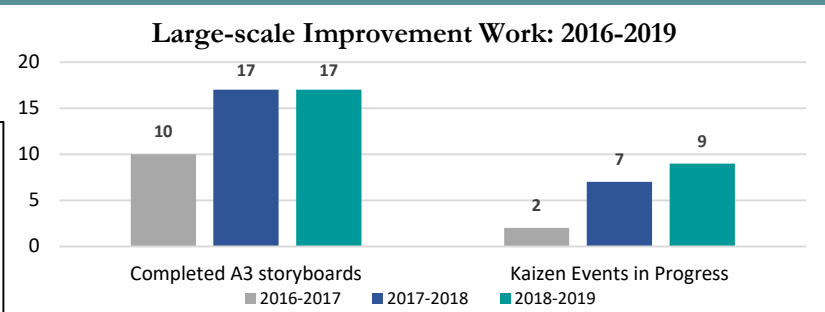
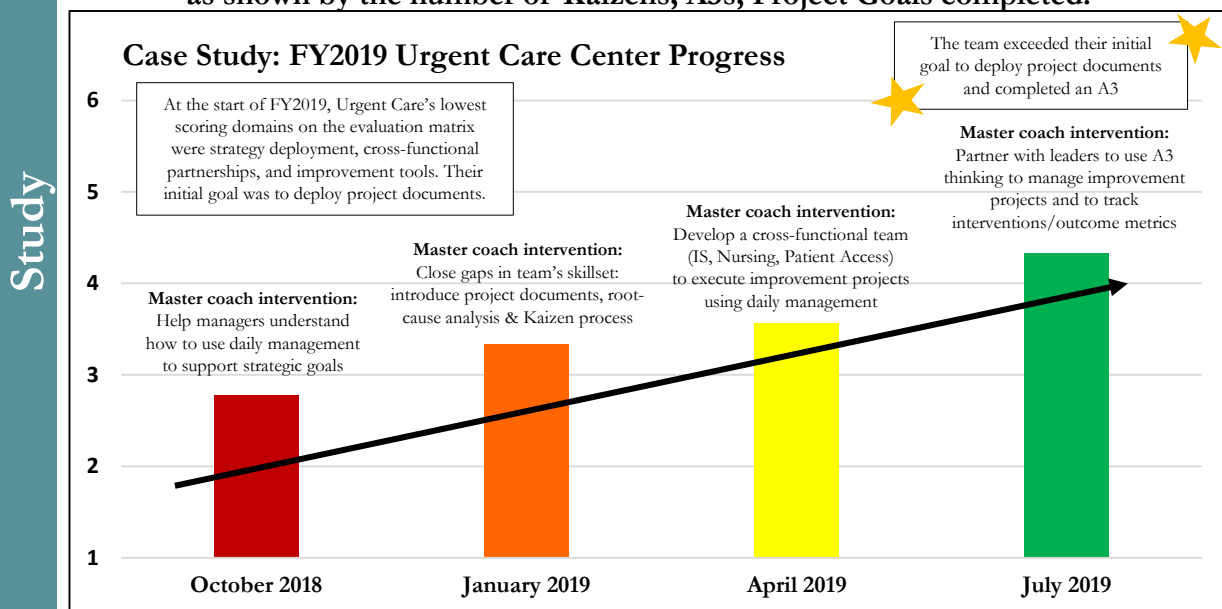
Evaluation Process and Coaching Process, V3 (current version) :

- Raters evaluate team performance on the 9 criteria in the matrix, using a 1-6 Likert Scale (version 2 used 1-4). Scores are compared, to come to consensus.
- Based on the resulting scores teams are placed into three categories: Improving, stable, and mature. These teams are assigned a goal, to help them learn A3 thinking: deploy project documents (improving), start an A3 (stable), complete an A3 (mature). Teams that are struggling have an intervention at the executive leader level.
- Based on the lowest scoring domains on the matrix, the master coach develops a coaching plan for each team, to help them meet their goal. Interventions are tracked, to support PDSA cycles improving coaching.
- Process is repeated every quarter.

*Matrix framework is an adaptation of the Shingo Model: Toussaint, J. S. (2016, June 20). Retrieved from NEJM Catalyst: <https://catalyst.nejm.org/how-health-systems-can-effectively-manage-process/>

Outcomes

Individual team improved performance confirmed the efficacy of the coaching model, as the capacity for large scale & high-impact improvement work increased, as shown by the number of Kaizens, A3s, Project Goals completed.



Next Steps

- Strengthen MMC Operational Excellence's position as the platform for strategy deployment and large-scale improvement
- Validate the content of the MMC Lean Improvement Evaluation Matrix
- Implement a real-time assessment tool for leaders outside the MMC team, to balance the MMC OpEx team's evaluation
- Expand coaching model to include Maine Medical Partners ambulatory care practices