Proposed Idea Collection Process

There are two processes here: Kaizen Sessions for generating ideas and an Idea Collection Process

Idea Generation

2 Kaizen Mindset
3 Building A Contributing Environment
4 Kaizen Sessions In Brief
5 15 Minute Stand-Up Kaizen Sessions
7 Kaizen Session Template
8 Example Kaizen Session
9 Kaizen Planning Worksheet

Idea Collection-Evaluation-Implementation-Display

10 Developing An Idea Friendly Environment
12 Success Factors For Receiving Ideas
13 Idea Card
14 Kaizen Workup Form
15 Kaizen Implementation
16 Flow For Kaizen
17 Kaizen Test for the Best
16 Kaizen Before and After Display

Kaizen (Improvement) Mindset
Your staff isn’t short on ideas, just an environment to ready to receive them. To the manager who wants to engage her staff in change, put these in place and watch the ideas flow.
1. Create a receptive environment for ideas – It starts with the manager then cascades to the staff. No one is above generating improvements and no one is without the ability to make improvement.

2. Address every idea received with importance. It’s important to its contributor. Take the time to help the contributor develop it or to realize it’s not do-able.

3. Create a system of consistent reception, feedback, nurturing, cost justifying, recognition, broadcasting, and deployment.

4. Encourage, even fight for the little idea. Idea is the life of change. It honors the person who generated it and it sends a message of value to all who are watching.

5. Develop an expectation for idea generation. Try one a month per employee. Proclaim a war on waste. Every problem that arises is great material for an idea.

6. Remove barriers which impede implementation. Get petty cash, outside assistance, approvals…whatever you can to make implementation a down-hill slide.

7. Keep the idea initiator apprised of idea status once it’s submitted. Time and lack of communication work against the generation of future idea.

8. Require initiator to evaluate the total cost, including other areas impacted, and to derive the time value or potential savings from the idea.

9. Implement the idea (which turns it into an innovation) with clarity to all who encounter it. If possible, integrate needed instruction at the point of the innovation’s use.

10. Broadcast the knowledge of the innovation to all who need to know of its introduction. Brag on its initiator. Take a before and after picture. Get others to apply it in their area if appropriate.

Sustain it. Catalogue your innovations to remind you where you’ve come from and to keep check to see if it is still enforced and useful.
Building a Contributing Environment

You must honor ideas to get them to flow. The mere fact that someone is willing to participate in a change is an honorable thing. It says, “Here is what I have and maybe it will help”. It declares, “This is me and this is the best I have for now”. It whispers, “This did something for me and it might do the same for you”.

1. **When you honor an idea, you honor its creator.**
   
   Recognition is its main reward.

2. **An idea is often connected to the person’s core, so be careful not to bruise it.**
   
   Break its trust and it may never produce another idea again. For it is painful to be rejected.

3. **An idea has a short expiration date that can die of neglect.**
   
   Slow systems of evaluation dampen the potential to produce more.

4. **Managers should receive each idea as a jeweled gift.**

5. **Focus on the little idea, for anyone can come up with a little idea.**
   
   If you are good at the little, you will be great at the big.

6. **Be an idea geek yourself.**
   
   The creative spark in you may light off that in others around you.

7. **Acknowledgement of an idea proclaims, “What you think is important”.**
   
   For in doing so, the manager opens up fifty more ideas over the course of the creator’s tenure.

8. **Do everything to turn an idea into reality.**
   
   It gives hope to the next idea.

9. **Treat each new idea as the culture willingness to change for the good.**
   
   It is an individual's battle against the status quo.
10. **Broadcast the groundswell of improvement from ideas.**

   It has a ripple effect on those around it. Others jump on the bandwagon.
**Kaizen Sessions in Brief**

Innovation begins where invitation ends. Invitation ends where expectation begins. Kaizen sessions are well-crafted 15 minute, once a week sessions that engage the entire workforce in changing their environment, process, culture, and themselves to better battle their enemy: poor and inefficient service.

**Purpose**: The sessions are designed to get the entire workforce in the motion of introducing change. Starting small at first and steadily grow in depth and extent of change. Most importantly, Kaizen sessions grow a consensus of collective commitment from staff on a routine basis.

**How**: These sessions, led by management, aim at moving the entire staff focus to a single area of improvement. Week one, the type of change is introduced (example, Level 2 Change – Do things better). Every staff member is responsible for seeking out one small change that will make a difference in streamlining work/bettering service. Week two, they share their ‘kaizen’, then further develop it to make it implementation-friendly. Week three, they bring it to management for acceptance and implementation support. Week four, the entire staff commit to employing the new changes introduced. Next month, a fresh focus on improvement (example Level 4 Change – Do a way with things) is initiated. Kaizen sessions get the staff in a rhythm of expected change and empowerment. It allows (forces) the employee to add meaningful work to the culture.

**Culture**

1. Kaizen sessions grow a culture of innovation.
2. In Kaizen sessions, everyone is required to think…at a higher level.
3. It requires the whole workforce to make it successful.

**Leader**

4. Kaizen elevates management’s expectation for change.
5. Kaizen war cries: *The way it is…is in the way. Rules are not a substitute for thinking. If better is possible, then good is not enough.*
6. The leader sets the rowing pace: the cadence, how often to stroke, direction we are heading.
7. Management expectation level of grows in amplitude as the kaizens develop.
8. Role of the leader of change: calls the team to order, preparation for change:
   - new waves of change are a coming
   - new range of change
   - new ways to change

**Individual**

9. Level of participation strives for 100%.
10. Varying Kaizen theme sets a new course (view) to reset thinking. It keeps things interesting.
11. Small changes amount to big change when all performs them together.
12. Kaizen change says, the customer is this important for us to change.
13. Ultimately, it makes everyone dissatisfied with waste, poor service, and poor teamwork.
15 minute Stand-up Kaizen Sessions (small incremental improvement) Kaizen sessions are best run by management.

A culture of improvement evolves. It starts with everyone placing their oar of participation in the water at the same time and stroking together as a team in the same direction. Once they are invited (and expected) to do it, they find it isn't hard and is actually helpful to their work environment. Each session in the series drives them to a collective goal of attacking waste in any form; together. Great groups have great enemies.

Kaizen (purpose) theme - improvement has a variety of facets. Each theme should have an interesting twist to discovering improvement (any of the 7 levels of change, hidden waste, Disney atmosphere...)

Sense of Urgency - Why is this little exercise important...now? Getting better had better not be an option.

Kaizen lesson - interesting note rephrased from the manager's Kaizen literature (Kaizen, Kaizen Tein: ex. the average Japanese worker documents 36 ideas/employee per yr. America: 1 idea every 7 years)

Lay down a challenge - We are all going to do this together. (i.e. discover one thing you liked or dislike about service you received next week.)

Can I count on you? - Simple words that grow personal commitment. All it requires is a physical head nod among participants. It's the beginning of a team agreement to come back next week with something the team needs. Without your participation, our team has a hole in its line of defense.

Anatomy of a Kaizen Series

The Pharmacy manager wanted to 'grow' more team support among the pharmacy staff. Too many staff were just doing their assignment and not stepping outside their role to aid coworkers in providing the best overall service.

Introduction- Icebreaker: In relation to your job, what position would you play on the super bowl football field and why (passer, catcher, blocker, runner, hiker, kicker)? Lay down challenge: come back with a WIIFTT (one thing you did for another team member that demonstrated support). If you feel rich, up the annie: “I'll give a crisp dollar bill for the WIFFT I like best”. Mid week I gave them a slip with "U O Me 1 WIIFTT".

Action- Everyone shared their WIIFTT, a comprehensive list of WIIFTT was later made of the many ways they
supported. Lay down a challenge: interview someone on your team about their daily routine and discover one thing they do you didn't know. Give them pink note card to write it on. Can I count on you: Shared the comprehensive list of WIIFTTs and asked "Can I count on you to endeavor to practice these WIIFTTs every time an opportunity arises?" Waited for all the heads to nod in agreement. Posted the WIIFTT list.

**Evaluation** - Everyone shared their interview and their "discovery" Collect all and make a comprehensive list of all the team duties. Lay down a challenge: Everyone provided a Give&Take (yellow note card handed out.) List one area you will jump to the opportunity to help out the service of another (Give) AND an area you will ask for help when you are aware you are swamped (Take)

**Feedback** - Everyone return and shares their give and take. Commitments seem to stick when they are shared out loud and reveal everyone needs help to make this service thing work. Give&Takes are collected and comprehensive list made. A final session will have them review the output, compliment them on their new service commitment level and lay down a final challenge: will you endeavor to Give&Take as the need arises
Kaizen Session Template

PRE-SESSION QUESTIONS
Purpose
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Objectives
This Kaizen session will cover:
1 ______________________________________ 2 ______________________________
3 ______________________________

COMPLETE THE FOLLOWING ASSIGNMENTS DURING THE KAIZEN SESSION.
Agenda (adjustable)

2 min  Change Opener
________________________________________________________________________
________________________________________________________________________

2 min  Sense of Urgency –
________________________________________________________________________
________________________________________________________________________

1 min  Revisit what a Kaizen is
________________________________________________________________________
________________________________________________________________________

2 min  Lay down a challenge…
________________________________________________________________________
________________________________________________________________________

1 min  Can I count on you…

1 min Wrap-up. Any questions???
Example Kaizen Session

PRE-SESSION QUESTIONS
Purpose – Transition toward self-sustained change as Performance Improvement to work with other departments. Create a stronger supportive team atmosphere.

Objectives
This Kaizen session will cover:
1. Inform staff of showcasing team progress at Customer Service meeting
2. Grow the atmosphere of support in the OP Pharmacy team.

KAIZEN SESSION AGENDA
4 min Change Opener (business card)
Give a list of football positions: pick a position that would describe you and why. Blocker, Quarterback, Hiker, Receiver, Runner, Kicker. Ask: Can anyone member win alone?…There are different positions, one goal

2 Min Sense of Urgency –
• We have committed to being significantly (measurably) better at Customer Service in 2 years (time left: 14 months to go)
• Our wait time goal for good customer service is 30-45 min, we are still ranging between 40 to 60 min
• Paula and Duke are leaving at the end of January, working only in a coaching capacity with management and the Change Masters.
• As a department you have to maintain the momentum of change to get there.

5 Min Kaizen Theme -
1. Lesson - Kaizens session here to stay. Used to gain collective feedback, work on the same focus, (g)row together, test team ideas, accept implementations.
2. Imagine being in a perfect world…write on a post-it one supportive activity you would see here if OP Pharmacy worked as like the superbowl team (supportive, coordinated)
   • Round-robin quick-share (if time available)
   • Collect post-its (create a composite list)
3. WIIFTT (What is in it for the team) - Theme this session how to work closer as a single team (shift to shift, location to location, tech to pharmacist, ). We have to work together like a single team. Are you WIIFTT?

2 Min Lay down a challenge -
• Everyone is to come back next week and report how they helped a team member out.

1 Min Can I count each of you: Huddle and say are is everyone WIIFT!
1 Min Wrap-up. Any questions about the assignment.
## Kaizen Session Planning Worksheet

**Dates:**

<table>
<thead>
<tr>
<th>Week 1</th>
<th>Week 2</th>
<th>Week 3</th>
<th>Week 4</th>
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<tbody>
<tr>
<td>Theme</td>
<td>Action</td>
<td>Feedback</td>
<td>Evaluation</td>
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<tr>
<td>Introduction</td>
<td>Agenda 2 Purpose</td>
<td>Agenda 3 Purpose</td>
<td>Agenda 4 Purpose</td>
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<tr>
<td>Objective</td>
<td>Objective</td>
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<td>Backstage</td>
<td>Frontstage</td>
<td>Icebreaker</td>
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<td>Icebreaker</td>
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<tr>
<td>Sense of urgency</td>
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<tr>
<td>Kaizen lesson</td>
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<tr>
<td>Lay down a challenge</td>
<td>Lay down a challenge</td>
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<td>Lay down a challenge</td>
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Developing An Idea Friendly Environment

Tip: Idea generation is no longer just a good idea.

Overview: It’s strange. Every organization wants to be the best, with staff engaged in making it better, yet few have a strategy to encourage, develop and integrate ideas and innovation into the way work is done. Creativity is something relegated to large breakthroughs and change. The sad thing is, in this global age, the company that doesn’t continually come up with fresh ideas throughout the organization will lose its competitive edge.

There is a wealth of ideas and empowerment locked up in employees in every organization. The reason managers don’t get employees with a bulldog mentality against waste is they don’t have the mindset or the infrastructure to honor and propagate ideas. Ideas are fragile, for a piece of the owner comes with each. For they risk ridicule and rejection to offer it up. The biggest waste is greatest idea that died because of leadership neglect. The recommended elements below apply to small individual ideas and larger scale proven practices.

Objectives:
1. Provide an understanding around idea generation and integration
2. Create or strengthen a system for idea support
3. Create an idea friendly environment.

Procedure:
1. Pull together your leadership team and define breadth and depth of idea generation and implementation
2. Use the actions below as a pick list to determine the changes needed for your environment: financial, political, informational that can be harnessed for the employee participation effort.
3. Note that the elements below apply to an idea program that is supported from the top down as well an individual department.

Leadership Support
1. Strategic link between idea employee empowerment, idea generation and the ultimate service/product are established and understood at all management levels.
2. Leadership position on the importance of idea generation and implementation is established and consistent.
3. Formal or Informal position is established on time apportioned toward improvement.
4. Compelling case for change (sense of urgency, shared need) for idea generation to become mainstream crafted, tested and communicated.
5. Leadership performance measures, recognition and pressure system includes:
   a. an innovation index (quantity and value/per employee) for each area
   b. a collaborative index (upstream/downstream/ultimate customer impacts)
6. Communication plan is in place (message/mode/frequency) elevating importance of employee engagement established. “If it’s not on senior leaderships lips, it’s not on the employees’ mind.”… Tata Steel
7. A budget is set for idea intra and interdepartmental idea implementation.
8. Criteria for business case idea acceptance is set. (i.e. a 2-year on-paper return on investment)
9. Interdepartmental collaboration guidelines established and communicated.

**Idea Infrastructure**
1. Idea form (electronic and had copy) designed and available to the workforce.
2. Idea qualification criteria established.
3. Idea stimulation designed and deployed (example: idea theme or focus of improvement).
4. Idea evaluation process and feedback cycle established, communicated and followed.
5. Idea adoption integration structure in place.
6. Idea implementation progress system established.
7. Idea acknowledgement and award system in place.
8. Idea assistance for operationalizing ideas across departments.

**Idea Broadcasting (means)**
1. Hardcopy newsletter
2. Electronic newsletter
3. Proven practices searchable database (web accessed)
4. Internal departmental idea board

**Idea Integration**
1. Idea evaluated for integration of adoption
   - Is it adoption only local to the department? (applicability only in department)
   - Is adoption optional? (adoption made available to those who find its merit)
   - Is adoption required? (adoption is mandated because of its obvious benefit)
2. Leadership communication structure in place to share and propagate idea adoption.

**Idea Reward and Acknowledgement**
1. Guidelines for idea acknowledgement and payout set
   - Token dollar of appreciation
   - Awards, thank you notes
   - Acknowledgement among department, division, organization
   - Bonus points on annual performance evaluation
2. Performance management system adjusted to accommodate the expectation for idea generation. This applies to both employees and managers.
Success Factors For Receiving and Nurturing Ideas

**Idea Formation** – for this you need a form that defines the idea and its potential benefit.

**Idea Qualification** – The is a tool for the contributor to use test their ideas for reasonableness.

**Idea Evaluation** – This is the evaluation process for acceptance. Keepers are those that continue onto completion. Sleepers are those that cost more to implement than the benefit they provide.

**Idea Implementation** – This is the plan, resources and support to turning idea into reality. Innovation = Idea + Implementation

**Idea Celebration** – Method of acknowledging idea success

**Idea Collection** – Method of cataloguing ideas
Idea Card

For Communicating Improvement

Name ________________________
Title ____________  Area _________
Ext __________  Date ____________

Capture your idea before it grows cold. Use this pocket card to jot down a problem you want fixed or a solution you want to test. Best results come from those ideas within your control. The worst idea is the one not shared.

________________________________________________________________
________________________________________________________________
________________________________________________________________
________________________________________________________________
________________________________________________________________
________________________________________________________________

Problem: (What You Don’t Like)

________________________________________________________________
________________________________________________________________
________________________________________________________________
________________________________________________________________
________________________________________________________________
________________________________________________________________
________________________________________________________________

Solution (How to fix it)

________________________________________________________________
________________________________________________________________
________________________________________________________________
________________________________________________________________
________________________________________________________________
________________________________________________________________
________________________________________________________________

Estimated Savings (optional)
_____ Min. x ____ Occurrences per day =
________ Min/day,wk,yr

Flow: Idea > Manager
Kaizen Work-up Form

Kaizen #

Date
Submitted By: Evaluated By:

Will this idea improve service to the patient? Yes No
Comments:

Will this idea decrease the chance of error? Yes No
Comments:

If the process is implemented, will the exact same results occur every time? Yes No
Comments:

Is this the best outcome for the patient? Yes No
Comments:

Have you piloted this idea among your co-workers? Yes No
Comments:

Resources Required:

Cooperation Required:

Legal/Ethical Concerns:

Education/Training Required:

Other problems:

Implications:

Plan Steps:

Estimated Savings:
Time/Week Money/Week

Estimated Implementation Date:
# Kaizen Implementation

**Kaizen #** __________

Date: _______________

Submitted By: _______________

<table>
<thead>
<tr>
<th>Idea</th>
<th>Problem</th>
<th>Solution</th>
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**Implementation:**

Date: ________

By Whom: _______________

**Plan**

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Flow For Kaizens

Aha Idea

Validate Idea Received

Change Master

Help Groom Idea

Kaizen Central

Catalogued

Manager

Consider as Keeper/No Keeper Groom Idea

Keeper

• Evaluate/Groom Idea

• Implement Idea

No Keeper

• Extend Thank You

• Explain Reasons

• Why Not a Keeper

Acknowledged When Implemented

Feedback within 2 Weeks

Acknowledged
Kaizen Test for the Best

Idea + Implementation = Innovation

Kaizen is the Japanese term for incremental improvement proposal. It’s a proposal that has sound merit, obvious benefit and fairly easy to install. It is the worker’s contribution to changing the world around him. It benefits him, the customer, the company all at once. Kaizen is an idea with implementation thought, ready to apply and generalize for the workforce. To ‘develop’ the kaizen, place through this set of questions. The goal is to make it a ‘slam dunk’ for implementation.

1. Can the idea be proto-typed to be tested so its benefit can be shown? Maybe with all the features, but enough to ‘test-fly’ it.

2. To give it organizational alignment – which of our core values (Caring, Integrity, Discovery) will it effect?

3. Can you guestimate the time value of this improvement. How will it have a positive impact? Even if it is a quality kaizen, it prevents time loss in rework of error. At least give it a try.

4. What other processes does it impact? Do they have to change? How?

5. What type training, educational aid will need to be in place so it’s application is obvious or error-proof?

6. What will it take to sell its application? If its benefit is not evident to all, can it be tested on a trial basis?

7. What type of marketing would be necessary to sell it to the rest of the crew?

8. Don’t be discouraged if a kaizen doesn’t get accepted. They all aren’t winners. Keep swinging. You’ll make a difference.
<table>
<thead>
<tr>
<th>Process Description: Standardized Workplace</th>
<th>Error Prevention</th>
<th>Streamlining</th>
<th>Delay Reduction</th>
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<tbody>
<tr>
<td>X Error Detection</td>
<td>X Friendlier Service</td>
<td>_ Cost Effective</td>
<td>X Culture Builder</td>
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<tr>
<td>X Control</td>
<td>X Alarm</td>
<td>_ Faster Cycle</td>
<td>_ $ Increased</td>
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Before Improvement: (what was happening)  
Each workstation varied as far as it stocking, some items were stocked in drawers which hid their stock level, stock could easily get ‘messy looking.

After Improvement: (how it was fixed)  
Depending on the draws done at the workstation a par level for each of the items was set and agreed upon. Team agreement was you never leave a station unstocked for the person behind you. New plexi-glass holders were designed by the staff, built and are now dressing up the work areas while minimizing stockout. Cost per station $75. Value of not running out…priceless.

Measurement:

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<th>Change Sustainer:</th>
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Courtesy of Duke Rohe (drohe@att.net)  
HIMSS Management Engineering & Process Improvement (ME-PI) Community  
http://www.himss.org/ASP/MEPI_Home.asp