Reflections from the COVID-19 Crisis

How was the Daily Management System used in health care organizations to support COVID-19 patient care?
Management systems are important to develop people and sustain improvement.
Ideal State Information Flow

Status of the Business:
- Information
- Continuous Improvement
- Metrics
- Escalation of problems

Strategy
Goals & Targets
- Mentoring
- Teaching
- Gemba visit
- Barrier Removal
- True North
- Communication

Level 1
- Daily huddles, defect ID experiments
- Lead SW, Stat Daily Sheet prep
- Team huddles, experiments

Level 2
- Daily huddles, defect ID experiments
- Lead SW, Stat Daily Sheet prep
- Team huddles, experiments

Level 3
- Daily huddles, defect ID experiments
- Lead SW, Stat Daily Sheet prep
- Team huddles, experiments

Level 4
- Daily huddles, defect ID experiments
- Lead SW, Stat Daily Sheet prep
- Team huddles, experiments

Level 5
- Daily huddles, defect ID experiments
- Lead SW, Stat Daily Sheet prep
- Team huddles, experiments

Level 6
- Daily huddles, defect ID experiments
- Lead SW, Stat Daily Sheet prep
- Team huddles, experiments

Level 7
- Daily huddles, defect ID experiments
- Lead SW, Stat Daily Sheet prep
- Team huddles, experiments
Ideal State Information Flow - Escalation

Status of the Business:
- Information - COVID
- COVID focused Improvement ideas
- Metrics - COVID
- Escalation of problems - COVID
- SME led experiments - Rapid cycles of improvement - SW

Strategy Goals & Targets
Purpose & Behaviors
- Mentoring
- Teaching
- Gemba visit - increases
- Barrier Removal - COVID
- True North
- Communications increased and Staff and COVID focused
- SME leadership added to Incident command
- PI Support
Management System – Daily Continuous Improvement
Incident Command
Management System

- Building a community of problem solvers – Continuous Daily Improvement
- Escalation process-Tiered Huddles
- Visual management
- Safety Huddle
- Front line problem solving – PDSA thinking
- Engagement of teams
- Experiments - improvement cycles with capacity-based timelines and reporting
- Leaders go to gemba
- Principles and Behaviors are evident and practiced
- Lead by asking questions and removing barriers
- Leaders - Listen-Listen-Listen
- Reflection on experiments – Study and Adjust – are they driving TN performance?
- Regular Performance Review
- SW

Incident Command

- Calling all problem solvers to action around a Critical focus.
- Management system becomes focused
- Visual management
- Accelerated escalation process through tiered huddle – safety huddle to Incident command.
- More decisive leadership – removing barriers for the front line and SME experiments
- Principles and behaviors are evident and practiced
- Increased Gemba with crisis-based intention
- SME’s take lead. Fail fast. No Blame. Rapid Barrier removal
- Success – performance quickly seen and celebrated
- Teams meet much more frequently
- Faster cycles of improvement
- Increased communication
- Leadership lives their values, inspires the team, supports their work and celebrates their successes.
- SW
Thank You!