KAIZEN = RAPID CHANGE FOR THE BETTER

WHAT IS THE KAIZEN METHODOLOGY AND WHAT CAN IT DO FOR MY HEALTH DEPARTMENT?
<table>
<thead>
<tr>
<th>TO: What is the goal, purpose or outcome desired?</th>
<th>Share the kaizen process for achieving rapid results</th>
</tr>
</thead>
<tbody>
<tr>
<td>FOR: Who benefits from the results? What is the scope?</td>
<td>Session participants</td>
</tr>
<tr>
<td>BY: How will you achieve the result? Basic approach?</td>
<td></td>
</tr>
<tr>
<td>Intro &amp; program background (5)</td>
<td>Liljana Johnson</td>
</tr>
<tr>
<td>Kaizen process (15)</td>
<td>Chris Bujak, Pam Vecellio</td>
</tr>
<tr>
<td>Event experience &amp; results (15)</td>
<td>Olivia Bryon-Cooper, Debra Whiteman</td>
</tr>
<tr>
<td>Benefits of kaizen (10)</td>
<td>Olivia Bryon-Cooper, Debra Whiteman</td>
</tr>
<tr>
<td>Getting started (5)</td>
<td>Chris Bujak, Pam Vecellio</td>
</tr>
<tr>
<td>Questions &amp; Answers (10)</td>
<td>All</td>
</tr>
<tr>
<td>SO THAT: What are the benefits from achieving the goal?</td>
<td>Attendees understand the power of using kaizen in making improvement in their agency or organization</td>
</tr>
</tbody>
</table>
Program Partners
• Managed by NNPHI
• Training & expertise by Continual Impact
• Funded by Robert Wood Johnson Foundation

Purpose
The objective is to promote rapid and measureable improvements in public health work processes and outcomes.

Program Participation
NNPHI provided 10 STLT health departments with
• QI & “kaizen event” training
• A personal QI coach
• Onsite coaching and co-leading kaizen event at the health department
COPPHI Kaizen Program: Objectives

- Achieve a measureable benefit in each work process in rapid fashion. Show the organization that you can **make change in a short period of time**.
- **Build knowledge and skills in a QI Leader** that enable their personal QI growth and ability to support the organization.
- Involve team members and build excitement for **additional improvement**.
- Demonstrate an **approach** that the organization **can use in the future** for additional QI Projects.
- Assist the organization to meet the accreditation standards and measures set by the Public Health Accreditation Board (**PHAB**).
COPPHI Kaizen Program: Training

November and December 2013 – 6 days total

• Introduction to Improvement: Seeing the Possible (Overview of improvement with hands on simulation of running an organization, seeing the changes that are possible and receiving a basic understanding of QI techniques.)

• Foundational QI Skills (Working with Others, Waste identification, Goal setting, Measurement. Gathering Practical Knowledge, Lessons learned)

• Process Mapping (Value Stream, Sub-Process, Waste & Value Analysis)

• Effective Problem Solving and Solution Implementation (Cause and effect analysis, 5 Whys)

• Kaizen Event Skills & Process (Kaizen Process & techniques, Change Management, facilitation)
COPPHI Kaizen Program: Coaching

- Established Kaizen Community of Practitioners
- Tell / Show / Do / Recycle learning framework
- One-on-One Coaching (distance)
- One-on-One Coaching (on-site); Completed 10 kaizen events in 10 weeks, co-led with on-site coach
<table>
<thead>
<tr>
<th>Process/ QI Project Focus</th>
<th>Health Department</th>
<th>QI Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requisition process</td>
<td>Seminole Department of Health, FL</td>
<td>Sara Warren, Udgit Mehta</td>
</tr>
<tr>
<td>Child developmental screenings</td>
<td>Fond du Lac County Health Department, WI</td>
<td>Kay Lock</td>
</tr>
<tr>
<td>Supply order process</td>
<td>Johnson County Department of Health and Environment, KS</td>
<td>Debra Whiteman</td>
</tr>
<tr>
<td>Childcare facility inspections</td>
<td>Washington County Public Health Division, OR</td>
<td>Erin Mowlds</td>
</tr>
<tr>
<td>Shared drive usage</td>
<td>Three Rivers District Health Department, KY</td>
<td>April Harris</td>
</tr>
<tr>
<td>Increasing client feedback</td>
<td>Clackamas County Public Health Division, OR</td>
<td>Philip Mason</td>
</tr>
<tr>
<td>Phone management</td>
<td>El Dorado County Health and Human Services Agency, CA</td>
<td>Olivia Byron-Cooper</td>
</tr>
<tr>
<td>STI reporting</td>
<td>Chicago Department of Public Health, IL</td>
<td>Kirsti Bocskay</td>
</tr>
<tr>
<td>Decrease administrative costs for food inspections</td>
<td>Tazewell County Health Department, IL</td>
<td>Karla Burress</td>
</tr>
<tr>
<td>Issuing death certificates</td>
<td>DeKalb County Board of Health, GA</td>
<td>Dianne McWethy, Susan Floyd</td>
</tr>
</tbody>
</table>
## COPPHI Kaizen Program: Accomplishments

<table>
<thead>
<tr>
<th>What</th>
<th>How</th>
<th>Results</th>
</tr>
</thead>
</table>
| **Training** | • Event Leaders; Foundational skills, Kaizen skills  
• Event Members; Kaizen application | • Training exercises, Training surveys, Coach feedback  
• Post event surveys | E.g., 3.2 pt avg increase on 7 pt scale |
| **Application** | • Events conducted  
• Meet/exceed goal  
• Future events identified | • # sites “Go live”  
• Actual data compared to measures set  
• # events planned | • Ten, 5-day events conducted and went live  
• Measurement in progress; e.g., 80% cycle time reduction vs. 33% target  
• New events targeted |
| **Sharing** | • Presentations  
• # Actions from learnings  
• # PHQIX submissions | • Open Forum sessions, roundtables, poster, community calls and meeting  
• Event lessons learned; PrISM storyboard  
• 10 PHQIX submissions underway |
What is Kaizen?

秦 - "change"
善 - "good"

"Change for the Better"
Kaizen as a...

- Principle of Conduct: Striving for Perfection
- Management Principle: Creates Business Success
- Method: Work Process Improvement
  - Individual Work Process Improvement
  - Day to Day Team Work Process Improvement
  - Special Event Work Process Improvement

The pursuit of perfection in all one does.
Kaizen Method: *Special Event Work Process Improvement*

**Kaizen event**

Following the selection of a kaizen appropriate process to improve, a typical kaizen event targets the elimination of waste in a work process by the team stepping through **all phases of the improvement cycle** in a concentrated and systematic approach including—all of this is accomplished in a brief period of time, **typically 5 consecutive days.**
The Improvement Cycle & A Kaizen Event

Improvement Cycle: (6-8 months)

Plan/Solve

Do / Try

Check / Learn

Act/Install

Kaizen Event Steps: (6 weeks)

Confirm

• From the problem, confirm the use of Kaizen

Prepare

• Establish goal
  • Team Members
  • Initial data collection
  • Logistics
  • Communicate

Perform

• Focus Team
  • Gather Data & Information
  • Evaluate & Solve the problem
  • Test solutions
  • Incorporate learnings
  • Install the solutions

Institutionalize

• Follow up items
  • On-going performance measures and improvement

Pre-Event

Event

Post-Event
# The Improvement Cycle & A Kaizen Event

## Similarities
- Completing all the improvement cycle steps
- Team members are critical
- Information & data based problem solving

## Differences for a Kaizen Event
- Shorter cycle time to achieve results
- Less work content time for project
- Target running the new process the day after the event
- More critical:
  - Preparation work
  - Speed of Observing/Evaluating Data, Testing, Making Decisions, & Implementing Actions
- Event leader’s competency in multiple improvement methods
Confirm use of Kaizen

What

- Draft the project gap (starting point & vision)
- Draft the project goal statement
- Confirm kaizen as the best improvement method
- Obtain leadership support

Why

- Ensure the best improvement method to address the gap
- The improvement project is off to a successful start
Prepare for Kaizen

What

- Finalize event goal
- Confirm team members & subject matter experts
- Confirm improvement owner
- Gather & review relevant work process data, documents, issues
- Prepare & share event communications
- Coordinate event logistics & room set up

Why

- Confirm that team members, leaders, and QI Leader are prepared to fully participate
Perform the Kaizen Event: Typical Days in the Life

Day 1: Focus the team; Gather process data & information; Understand the current state

Day 2: Prioritize issues; Evaluate/Root cause the wastes and Solve the Problem

Day 3: Develop future state process & solutions (job aids); Start to Test & Learn

Day 4: Test & Learn; Continue to develop solutions; Develop training material; Prepare process owner

Day 5: Pilot the new process & Learn; Measure results; Communicate results; Hand off to Process Owner & team
Institionalize the Results

What: Post the Event

- Complete Follow-up action items (communications, training, go-live)
- Transition responsibilities from project team to process owner and process team members
- Share success; Replicate improvements at other sites, locations

Why:

- Ensure Work process improvements are fully institutionalized
Institutionalize the Results

1. Create a process that is reliable, standardized and with clear accountabilities
2. Teach the new process effectively (Tell, Show, Do, Recycle)
3. Define and operationalize measures and targets; track performance
4. Create a feedback mechanism for questions and ideas; resolve problems and incrementally improve
5. Coach Performance; feedback and consequences

See NACCHO Self Assessment Tool; Sub Element 6.7, Process Management, Results and Continual Improvement
Continual Improvement

- Create a feedback mechanism for questions and ideas; resolve problems and incrementally improve

- Identify issues and ideas on an ongoing basis

- Create a local problem solving system including escalation if necessary

- Routinely review process performance

Process Owner holds a CIS meeting to find out how implementation has gone thus far. She later states, “I couldn’t have done standardization of this process without kaizen.” 2 weeks following process implementation
People are Important!

“People are the heart, head and muscle of the high performing organization—who they are determines whether it exists or fails to exist”

*Vital Enterprises, The High Performing Learning Organization, Aug 1997*

Giving them the opportunity, setting, process and skills are foundations to success…
The types of activities which people consistently report most rewarding—involve a clear objective, a need for concentration so intense that no attention is left over, lack of interruptions and distractions, clear and immediate feedback on progress toward the objective, and a sense of challenge.

*Psychologist Mihaly Csikszentmihalyi, Univ of Chicago*
Kaizen Event Feedback

- “Kaizen shocked us, we thought that we were going to spend a week to remove 10 minutes…instead we identified how to remove 190 minutes.”

- “Nothing has ever happened this quickly in the department before. We solved a 16 year old problem in 5 days.”

- “We’ve never been asked our opinion before, we’re just told what to do. I have much more capability than people realize but feel looked down on because I’m just an operator. …Kaizen changed that!”

- “It is nice to see how proud people are and how they own these improvements and the new process.”

- “This kaizen event was a roller coaster, after I got off I’m ready to do it again!”

- “…the change that we are making to our organization to empower people, get them more involved in the day-to-day decision making, is going to get us better results”
Kaizen: Building the Culture of Quality and a High Performing Organizations

✓ Powered by **People**

✓ Special type of **Leadership**

✓ Superbly **Focused** on their purpose

✓ Use **Learning** to create results

✓ **Implement** well, installing the new way and continually improving

✓ Improvement **Methods** used to empower the individual and effectively solve problems
Kaizen Experience, Learnings, & Results

Olivia Byron-Cooper
Debra Whiteman
Goal was to Increase customer satisfaction when calling Public Health and increase our efficiency and effectiveness in delivering information to customers over the phone.
## What Was Our Challenge?

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Description</th>
<th>How did we know?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers</td>
<td>Get transferred multiple times often to recorded menu or number that is no longer in service. Often are unable to obtain information needed. Calls are often left unreturned.</td>
<td>pre test</td>
</tr>
<tr>
<td>Financial</td>
<td>Potential for lost clients Time taken for staff to find appropriate information = $</td>
<td>anecdotal, complaint forms</td>
</tr>
<tr>
<td>Team</td>
<td>Asked to provide good customer service without appropriate materials to do so. Results in complaints and low morale</td>
<td>Anecdotal</td>
</tr>
</tbody>
</table>
Data to Support Perceived Challenge

- 73% of the time it took over 3 days to receive a return phone call
- 5% of respondents stated they received a return phone call the same day
- 62% of callers (that required transferring) experienced 3 or more transfers
- 11% of callers (that required transferring) reached appropriate SME after one transfer
Kaizen Process at a Glance

Focus the team and review the goal

Review the current state with data results

Completed sub-process map and identified issues and solutions on each step

Grouped similar issues together

Prioritized issues

Root cause current state defects

Map the future state process

Develop improvement methods & actions

Identify pilot

Create implementation plan

Test the solution or improvement actions

Analyze the results

Extract lessons learned

Identify pilot

Create implementation plan

Test the solution or improvement actions

Analyze the results

Extract lessons learned

Modify implementation based on learnings

Finalize standardized work

Conduct education & communication

Measure performance

Celebrate

Replicate success

Conduct education & communication

Measure performance

Celebrate

Replicate success

Modify implementation based on learnings

Finalize standardized work

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Measure performance

Celebrate

Replicate success

Modify implementation based on learnings

Finalize standardized work

Conduct education & communication

Measure performance

Celebrate

Replicate success
Solutions and Future State

- Web site changes
- Call transfer reference card
- SME look up lists
- Standardized work
## Testing Solutions on Customer

<table>
<thead>
<tr>
<th>Type Information</th>
<th>Search Before</th>
<th>Search After</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health data</td>
<td>1:03.51 (min:sec)</td>
<td>26.51 (sec)</td>
</tr>
<tr>
<td>Birth Certificate</td>
<td>25.98</td>
<td>7.48</td>
</tr>
<tr>
<td>Animal services</td>
<td>11.11</td>
<td>5.08</td>
</tr>
<tr>
<td>Stop Smoking</td>
<td>7.38</td>
<td>10.96</td>
</tr>
<tr>
<td>TB Test</td>
<td>1:55.36</td>
<td>7.50</td>
</tr>
</tbody>
</table>
### Continual Improvement System

#### TEAM MEASURES

- **IMPLOYMENT**: 100% in Progress
- **IMPROVEMENTS IN PROGRESS**: What, Who, by When

#### Before Kaizen

<table>
<thead>
<tr>
<th>Metric</th>
<th>Before Kaizen</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Warm Transfers</td>
<td>28%</td>
<td>50%</td>
</tr>
<tr>
<td>% Calls returned in 1 day</td>
<td>5%</td>
<td>70%</td>
</tr>
<tr>
<td>% with 1 Transfer</td>
<td>11%</td>
<td>80%</td>
</tr>
<tr>
<td>% requiring &gt; 3 minutes</td>
<td>30%</td>
<td>15%</td>
</tr>
</tbody>
</table>

#### May 7

<table>
<thead>
<tr>
<th>Metric</th>
<th>May 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Warm Transfers</td>
<td>60%</td>
</tr>
<tr>
<td>% Calls returned in 1 day</td>
<td>100%</td>
</tr>
<tr>
<td>% with 1 Transfer</td>
<td>70%</td>
</tr>
<tr>
<td>% requiring &gt; 3 minutes</td>
<td>12%</td>
</tr>
</tbody>
</table>

#### May 14

<table>
<thead>
<tr>
<th>Metric</th>
<th>May 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Warm Transfers</td>
<td>65%</td>
</tr>
<tr>
<td>% Calls returned in 1 day</td>
<td>95%</td>
</tr>
<tr>
<td>% with 1 Transfer</td>
<td>72%</td>
</tr>
<tr>
<td>% requiring &gt; 3 minutes</td>
<td>11%</td>
</tr>
</tbody>
</table>

#### May 21

<table>
<thead>
<tr>
<th>Metric</th>
<th>May 21</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Warm Transfers</td>
<td>62%</td>
</tr>
<tr>
<td>% Calls returned in 1 day</td>
<td>98%</td>
</tr>
<tr>
<td>% with 1 Transfer</td>
<td>73%</td>
</tr>
<tr>
<td>% requiring &gt; 3 minutes</td>
<td>12%</td>
</tr>
</tbody>
</table>

#### May 28

<table>
<thead>
<tr>
<th>Metric</th>
<th>May 28</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Warm Transfers</td>
<td>63%</td>
</tr>
<tr>
<td>% Calls returned in 1 day</td>
<td>97%</td>
</tr>
<tr>
<td>% with 1 Transfer</td>
<td>75%</td>
</tr>
<tr>
<td>% requiring &gt; 3 minutes</td>
<td>14%</td>
</tr>
</tbody>
</table>

---

**Smaller Daily Improvements Are the Key to Staggering Long Term Results**

---

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The goal was to reduce the staff time spent and steps taken to process supply orders so that:

• more time can be spent on other responsibilities

• expectations are communicated clearly

• with a consistent process across the department.
### What Was Our Challenge?

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Description</th>
<th>How do you know?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers</td>
<td>• Internal customers submit orders in various ways</td>
<td>Assessment of Current Process</td>
</tr>
<tr>
<td>Financial</td>
<td>• Excess use of staff time</td>
<td>Staff report</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Time studies</td>
</tr>
<tr>
<td>Your Team</td>
<td>• Frustration with the current system</td>
<td>Staff report</td>
</tr>
<tr>
<td></td>
<td>• Inefficient use of staff time</td>
<td>Time studies</td>
</tr>
<tr>
<td></td>
<td>• Number of different forms to process</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Inconsistency in the system across divisions and working with all staff</td>
<td>Assessment of tools</td>
</tr>
</tbody>
</table>
Our Goals & Results

- Labor Time Savings including clarification time
- Decrease # of orders by placing monthly batched orders
- Improved receiving (due to increased accuracy)
- Improved moral & LEAP (Leadership Empowers All People)
- Improved inventory management
- Item standardization
- Begin tracking accuracy (>90% target)

<table>
<thead>
<tr>
<th>Step / Activity</th>
<th>Before Work Content Time (hrs/year)</th>
<th>After Work Content Time (hrs/year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify need</td>
<td>105</td>
<td>13</td>
</tr>
<tr>
<td>Approve order</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>Place Order</td>
<td>160</td>
<td>25</td>
</tr>
<tr>
<td>Document Order</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Receive order</td>
<td>75</td>
<td>25</td>
</tr>
<tr>
<td>Reconcile order</td>
<td>38</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>365</td>
<td>113</td>
</tr>
</tbody>
</table>

% Potential Improvement: 69%

<table>
<thead>
<tr>
<th>What Measured</th>
<th>How Measured</th>
<th>How Much</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order Accuracy</td>
<td>Errors between program order and packing lists</td>
<td>From XX% to &gt;90%</td>
<td>01 June</td>
</tr>
<tr>
<td>Process Cycle Time</td>
<td>Time from identification of need to item received and P-card reconciled</td>
<td>60% reduction (from ~73 mins. / order)</td>
<td>01 June</td>
</tr>
</tbody>
</table>
Kaizen Process at a Glance

7 Front Line Staff & Program Managers
Capturing Our Current Process(s)
Prioritizing Issues

Prioritizing Solutions
EMPOWERED to make decisions for the department in the future process of supply ordering.
First round testing the future state of supply ordering showed that we had 69% potential improvement in the cycle time or a decrease from 365 hours/year to 113 hours/year.
Continuous Improvement

Supply Order - Total Process Time

- Pre-Event
- Post-Event
- April
KAIZEN BENEFITS
Benefits That Were Expected Going In (I wasn’t disappointed)

- Future state mapped out, solutions developed, and tested at end of 5 days
- Process/solutions developed that would result in meeting goal (we exceeded it)
- Knowledge of the Kaizen process and all the tools that lie within
Unexpected Benefits

- Change in the way one thinks
  - Be careful you may try to kaizen everything

- Contagious nature of QI
  - 3 additional process maps
  - More processes identified to Kaizen (Agency wide Fee Structure)
  - Other program areas asking questions

- Continued enthusiasm

- The result on staff morale

  “I’ve worked here for 30 years and never thought it was possible to change anything, let alone be asked how I thought it should be changed”. Patti Perillo – Member of the team
Johnson County
Department of Health & Environment
Supply Ordering Process

Kaizen Benefits

- Efficient
- Committed
- Empowers
- Laughing
- Motivated
- Vested-Interest
- Affect-Everyone
- Accountability
- Diverse-Work-Groups
- Bigger-Picture
- Positive-Energy
- All-Levels
- Team-Building
- Smiling
- Autonomous
- Communication
- Effective-Tools
GETTING STARTED WITH KAIZEN
Getting Started with Kaizen Methodology

1. Identify QI leaders
2. Identify kaizen appropriate events
3. Provide kaizen training and coaching
4. Support the practice / performing of kaizen events
5. Make kaizen events part of the annual QI plan
Lead the improvement activities to secure the event’s goals are achieved

- Educate self and others
- Assist in identifying & confirming kaizen events
- Prepare stakeholders for the event (Stakeholder Analysis, Change Management, and Communications)
- Perform the event
- Ensure goals are achieved and improvement continues
- Share, Learn, Replicate
Kaizen Event Leader

Knowledge, Skills, & Abilities

- Efficient and confident command of various QI techniques that can be used during Kaizen
- Desire to learn / try
- Desire to share knowledge and develop others
- Skill in evaluation of people, performance, activity using data. Goal and measurement oriented
- Organizational skills / ability to multi task
- Ability to effectively collaborate, build relationships and motivate others throughout all levels of the organization; credibility with peers
- Coaching skills - Ability to deliver challenging feedback and bad news - direct and honest

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## QI Methods & Techniques

<table>
<thead>
<tr>
<th>Team</th>
<th>Planning &amp; Analysis</th>
<th>Problem Solving – Foundational</th>
<th>Problem Solving – Advanced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team facilitation</td>
<td>Goal setting</td>
<td>Value stream and sub process mapping</td>
<td>Mistake Proofing</td>
</tr>
<tr>
<td>Working with Others skills</td>
<td>Measurement definition</td>
<td>Root cause analysis &amp; 5 Whys</td>
<td>Failure Mode Effect Analysis (FMEA)</td>
</tr>
<tr>
<td>Team Building / Energizers</td>
<td>Data collection</td>
<td>Waste identification</td>
<td>Testing techniques</td>
</tr>
<tr>
<td>Stakeholder analysis</td>
<td>Data analysis</td>
<td>Waste analysis (value added ratio)</td>
<td>Flow, Kanbans, Takt time</td>
</tr>
<tr>
<td>Change Management</td>
<td>Project management</td>
<td>Spaghetti diagram</td>
<td>Quality at the source</td>
</tr>
<tr>
<td>Effective Communications</td>
<td></td>
<td>Prioritization methods</td>
<td>Work Place Organization / 5S</td>
</tr>
<tr>
<td>Teaching techniques (tell, show, do,</td>
<td></td>
<td>Decision making</td>
<td>Quick Change</td>
</tr>
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<td>recycle)</td>
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<td>Standardized work</td>
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<tr>
<td>Process Installation</td>
<td></td>
<td>Capture learnings</td>
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</tbody>
</table>
In Closing...

Kaizen is a powerful QI method for involving the team in achieving rapid improvement.

- Become trained and skilled at using the kaizen event methodology
- Seek coaching to continue growing kaizen knowledge, skills, and abilities
- Grab a problem, a team, and go kaizen!
In Closing…

- Seek out COPPHI Kaizen Program members
  - Lil at NNPHI ([ljohnson@nnphi.org](mailto:ljohnson@nnphi.org))
  - Chris & Pam at Continual Impact LLC ([chris.bujak@continualimpact.com](mailto:chris.bujak@continualimpact.com), [pam.vecellio@continualimpact.com](mailto:pam.vecellio@continualimpact.com))
  - QI Leaders (Olivia, Deb) ([olivia.byron-cooper@edcgov.us](mailto:olivia.byron-cooper@edcgov.us), [debra.whiteman@jocogov.org](mailto:debra.whiteman@jocogov.org))
- Attend another Kaizen session (concurrent or poster) at the Open Forum for Quality Improvement in Public Health
- Access the Kaizen webinar from [www.nnphi.org](http://www.nnphi.org)
- Find the 10 kaizen events in PHQIX coming summer 2014

Questions? Comments? Ideas?