



IBM Watson Health™

The Engagement Contagion

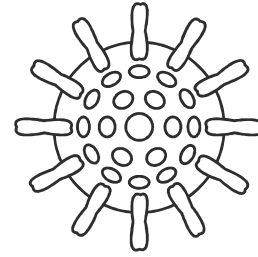
WA State Lean Transformation Conference
November 6th, 2018

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IBM Watson Health™

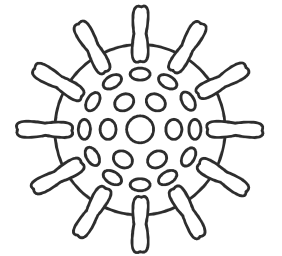


Why “Contagion”

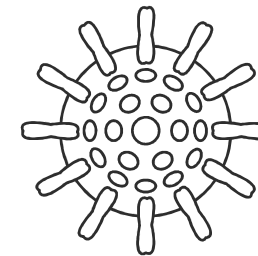


Learning from nature - not in relation to human health

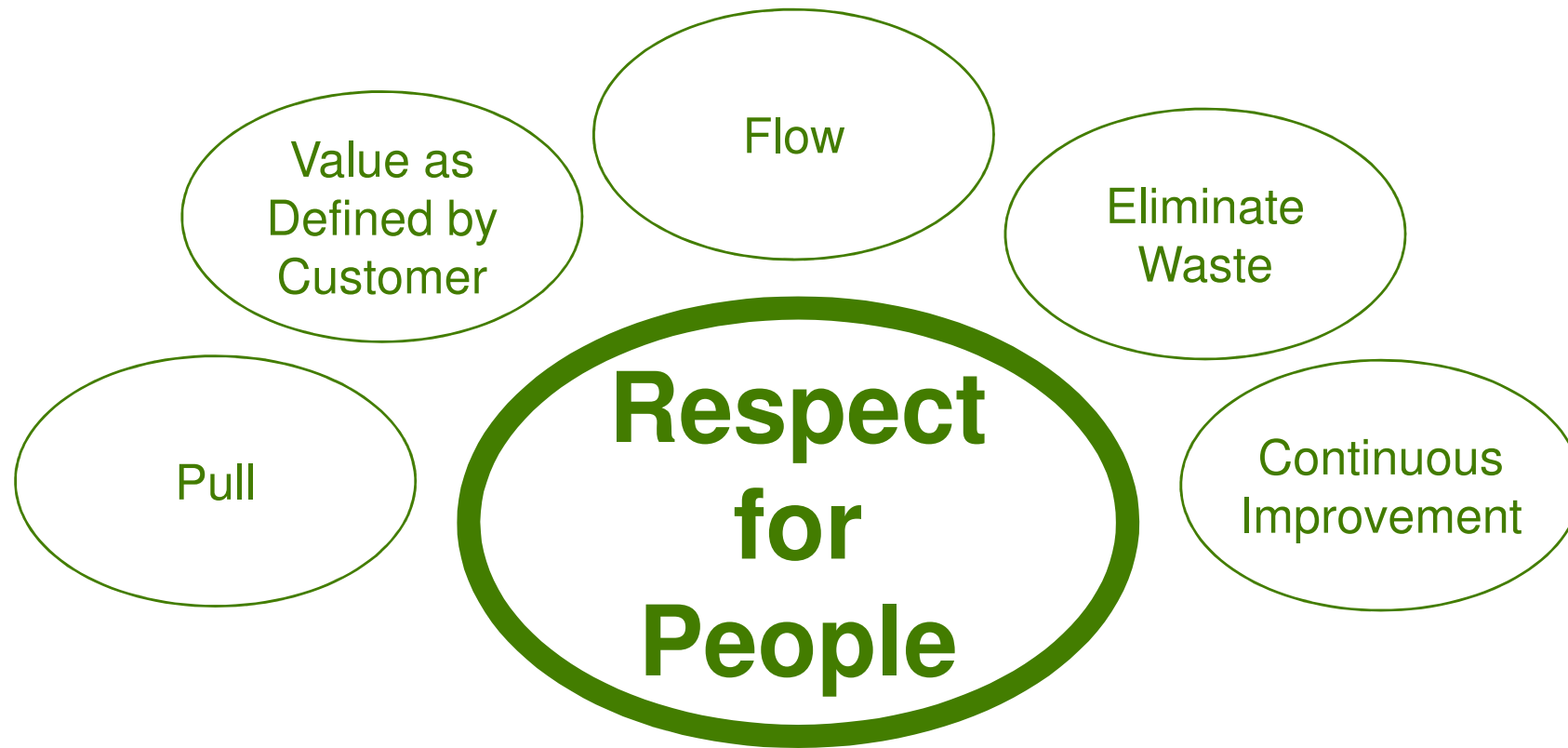
From the perspective of a virus, seeking to spread



- 3,400,000,000 years of successful adaptation



Fundamental Principle of Lean



The people who do the work are the experts in what they do
They are the right people to be engaged in continuous improvement

Tale of Two Healthcare Units

Adolescent Behavioral Health	Pediatric Intensive Care Unit
<p>(20) 5-day Improvement Events</p> <p>Significant achievements</p> <p>Committed leaders</p> <p><i>Discernable shift in culture</i></p>	<p>(20) 5-day Improvement Events</p> <p>Significant achievements</p> <p>Committed leaders</p> <p><i>No change in culture</i></p>

What the heck?

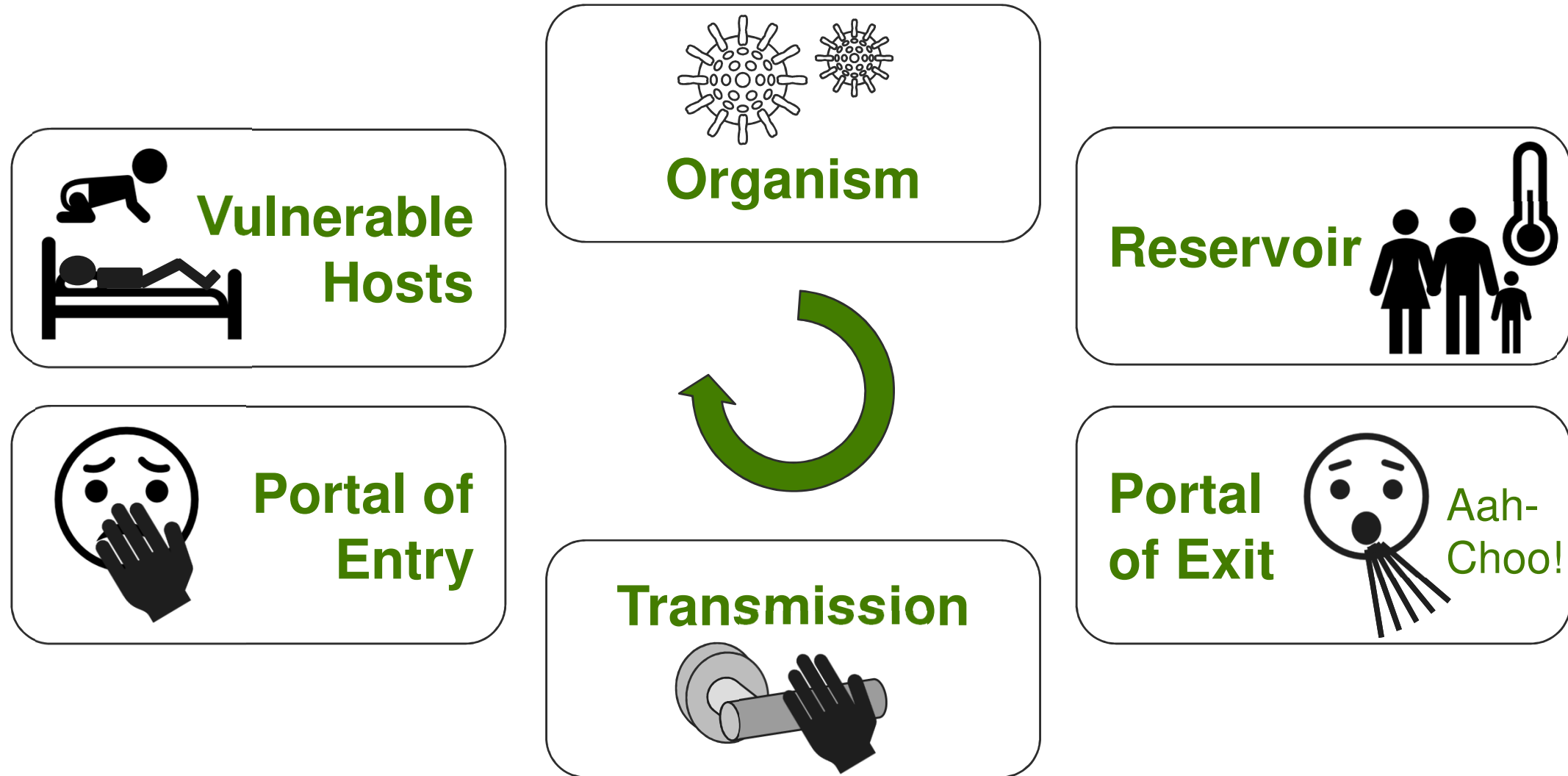
Doing Lean is not the same as becoming Lean

Exercise

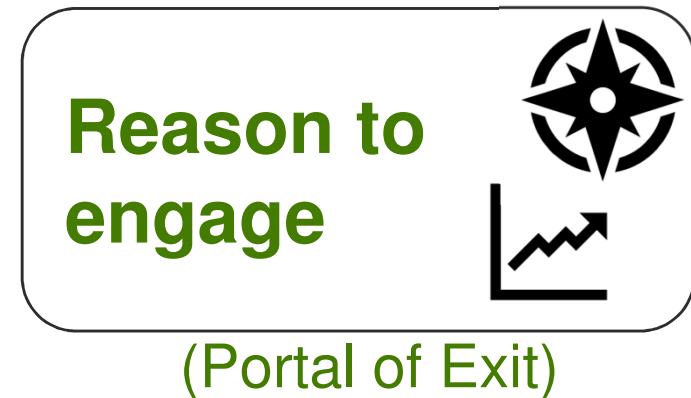
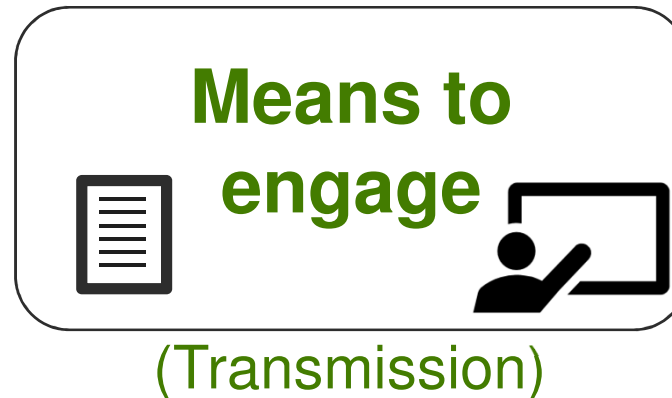
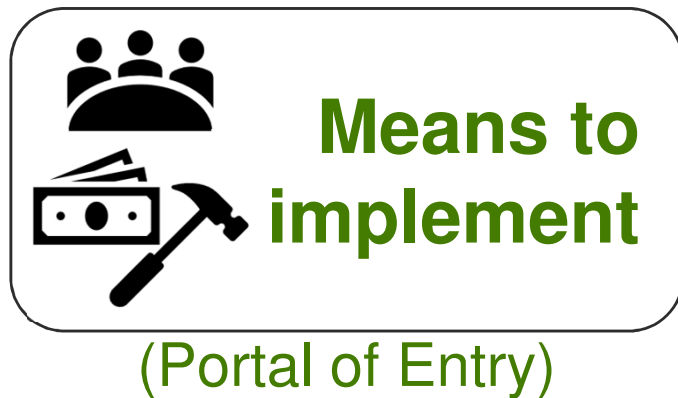
Write down two examples

1. A successful work improvement you have made in the last year
2. A work improvement you have been unable to make

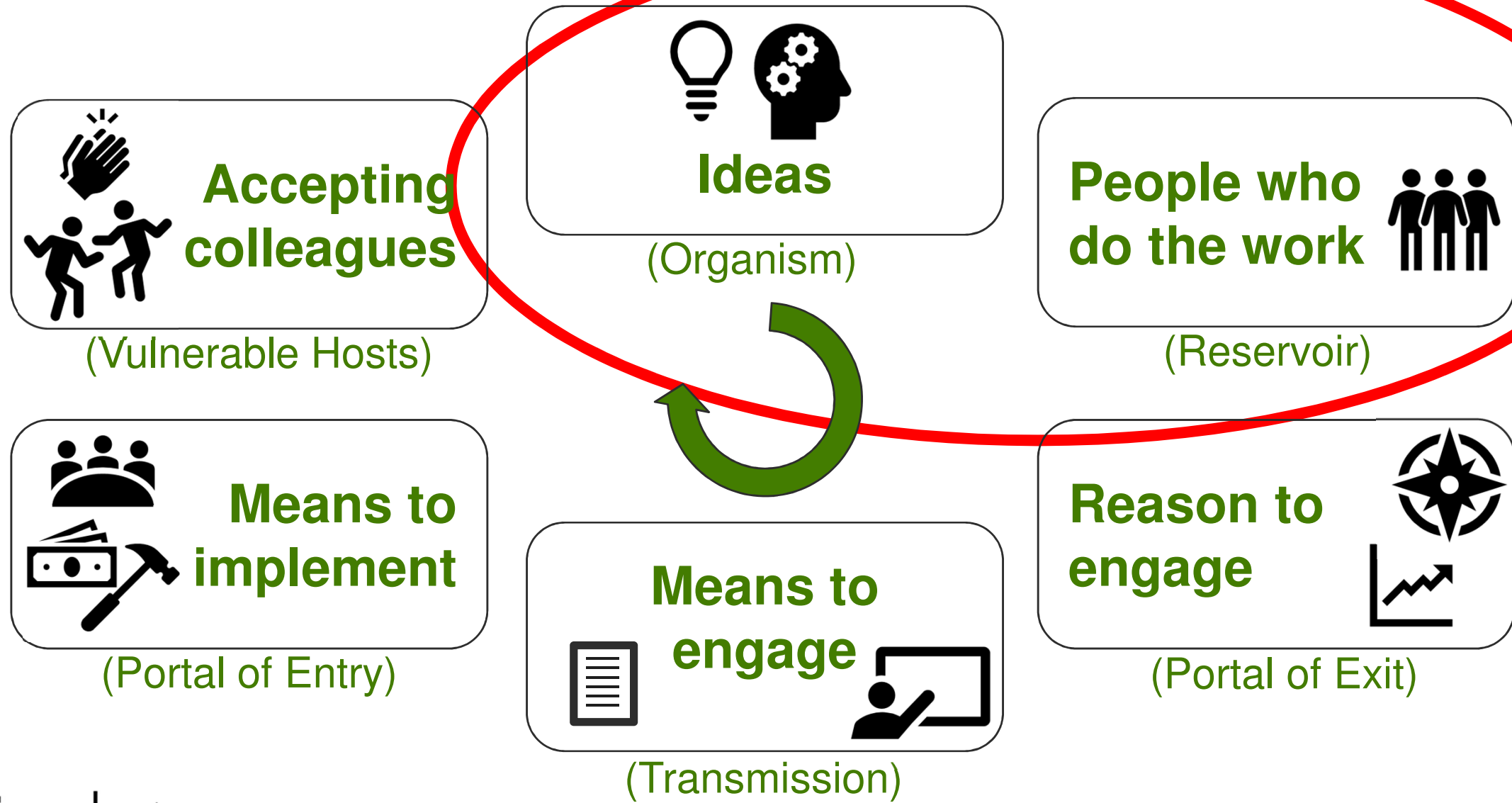
Transmission of Disease – a Metaphor



Transmission of Engagement



Transmission of Engagement



British Leyland and Jaguar c.1984 - The eyes of the staff told a story

2 plants with shared history of poor quality and declining market share

British Leyland in continued decline

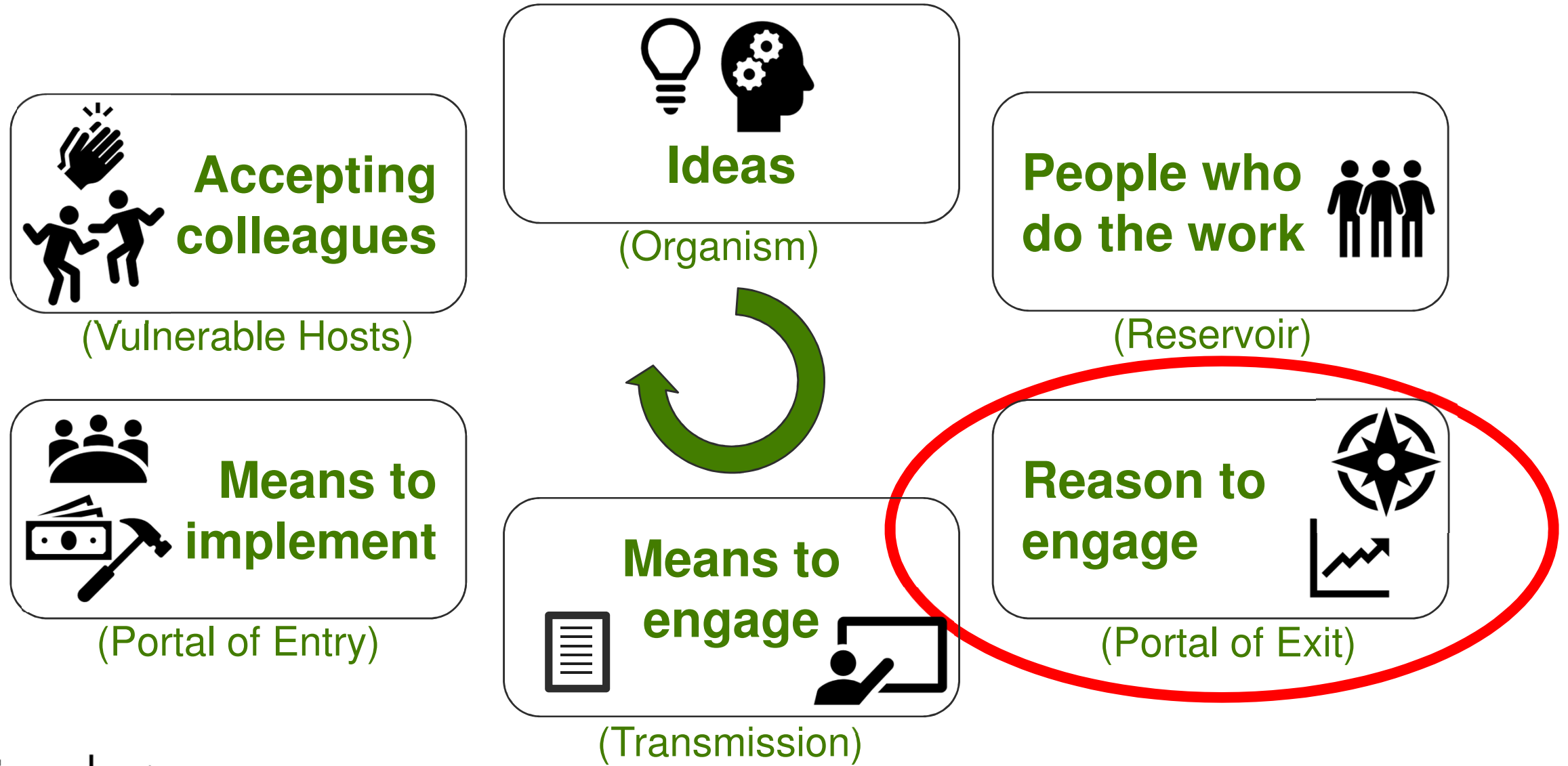
- Eyes vacant, detached, going through the motions

Jaguar in turnaround

- Eyes alive, interested, engaged

How could 2 such similar environments have very different engagement?

Transmission of Engagement

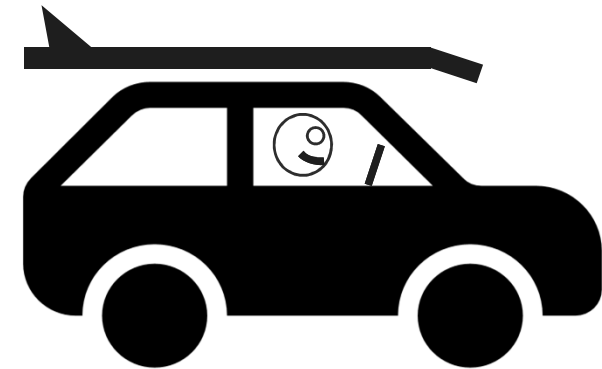


Frank leaves early ...

It is 1pm on a Friday:

The President approaches the Director of Operations

“I just saw Frank (a mechanic) driving off with a windsurfer on his roof and a big grin on his face”



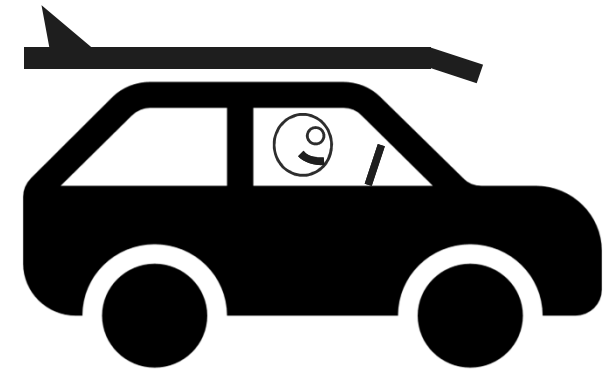
Frank leaves early ...

It is 1pm on a Friday:

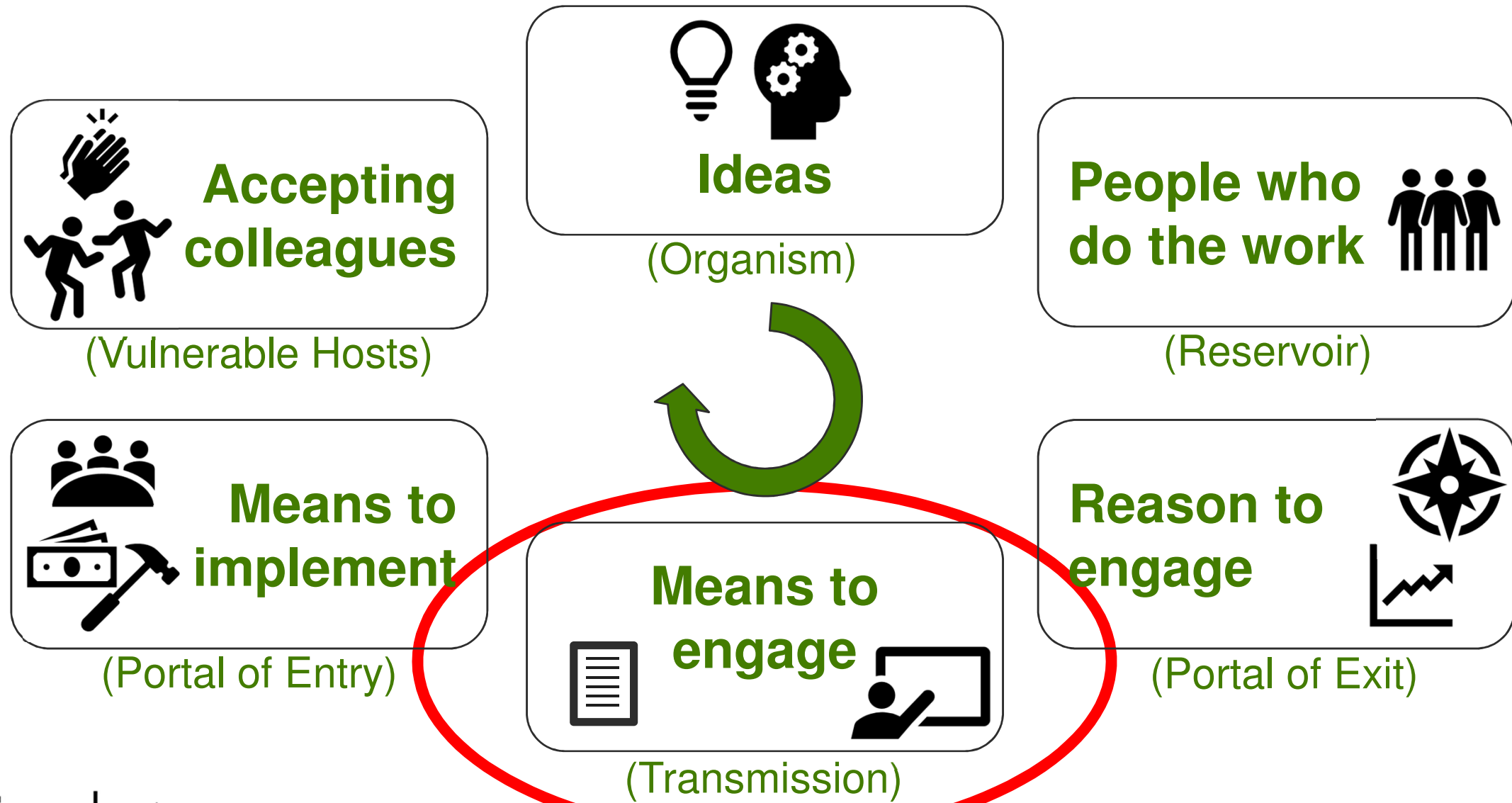
The President approaches the Director of Operations

“I just saw Frank (a mechanic) driving off with a windsurfer on his roof and a big grin on his face”

“I think our job as leaders is to make sure Frank has that same grin when he comes back on Monday morning”



Transmission of Engagement



Marshmallow Challenge

Task: Support a marshmallow as high as possible above the table

Materials:

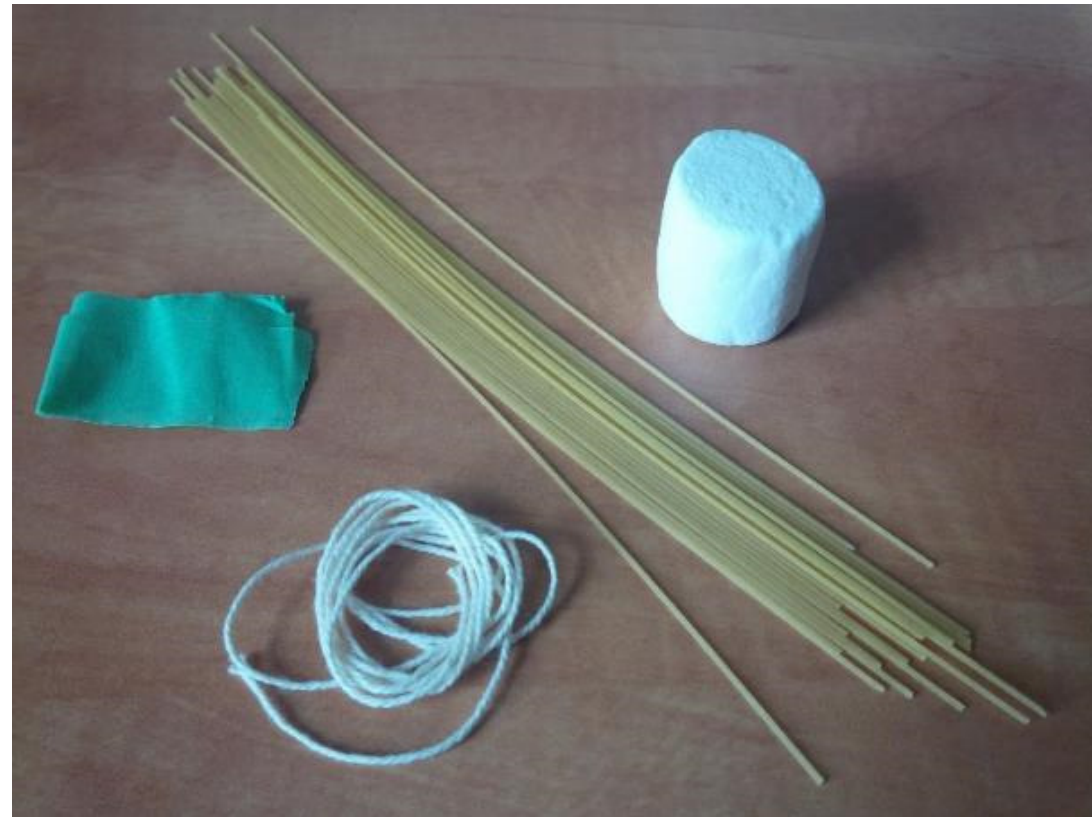
1 Marshmallow

20 sticks of spaghetti

1 yard of string

1 yard of tape

Time: 18 minutes



Marshmallow Challenge

What enables success?



Thoughtful, studious



Playful, experimentation

... all about willingness (courage) to engage in rapid learning behavior

Surgical Services – Midwest Children’s Hospital

On Lean journey for 18 months

- 8 Improvement Workshops
- Deep/wide implementation of Daily Management
- Implemented system for staff-initiated continuous improvement
- Challenged to implement 500 improvements in first year

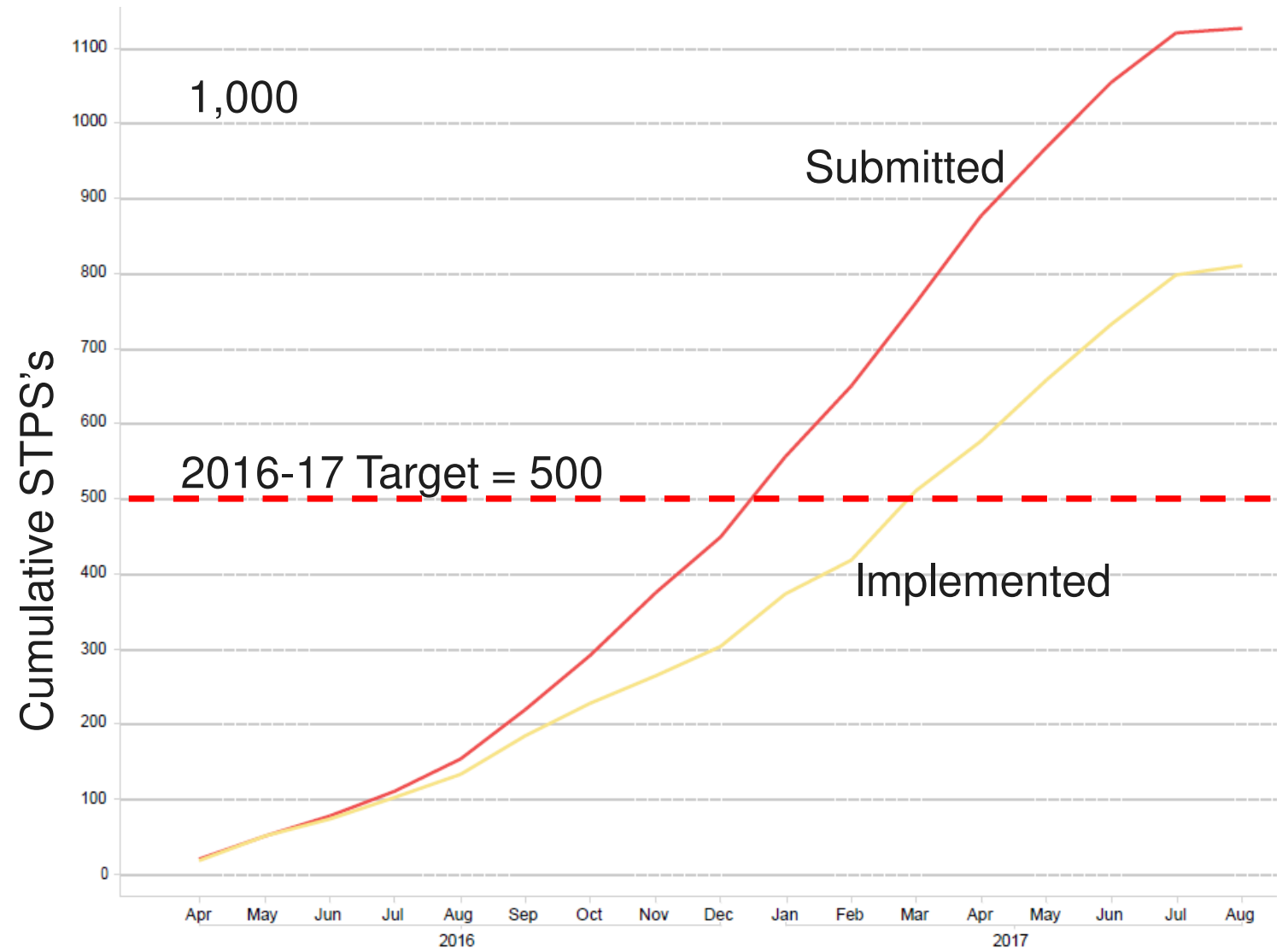
Situation

Target

Proposal

Surgical Services – Midwest Children’s Hospital

- Over 600 implemented improvements in first year
- Currently over 1,500

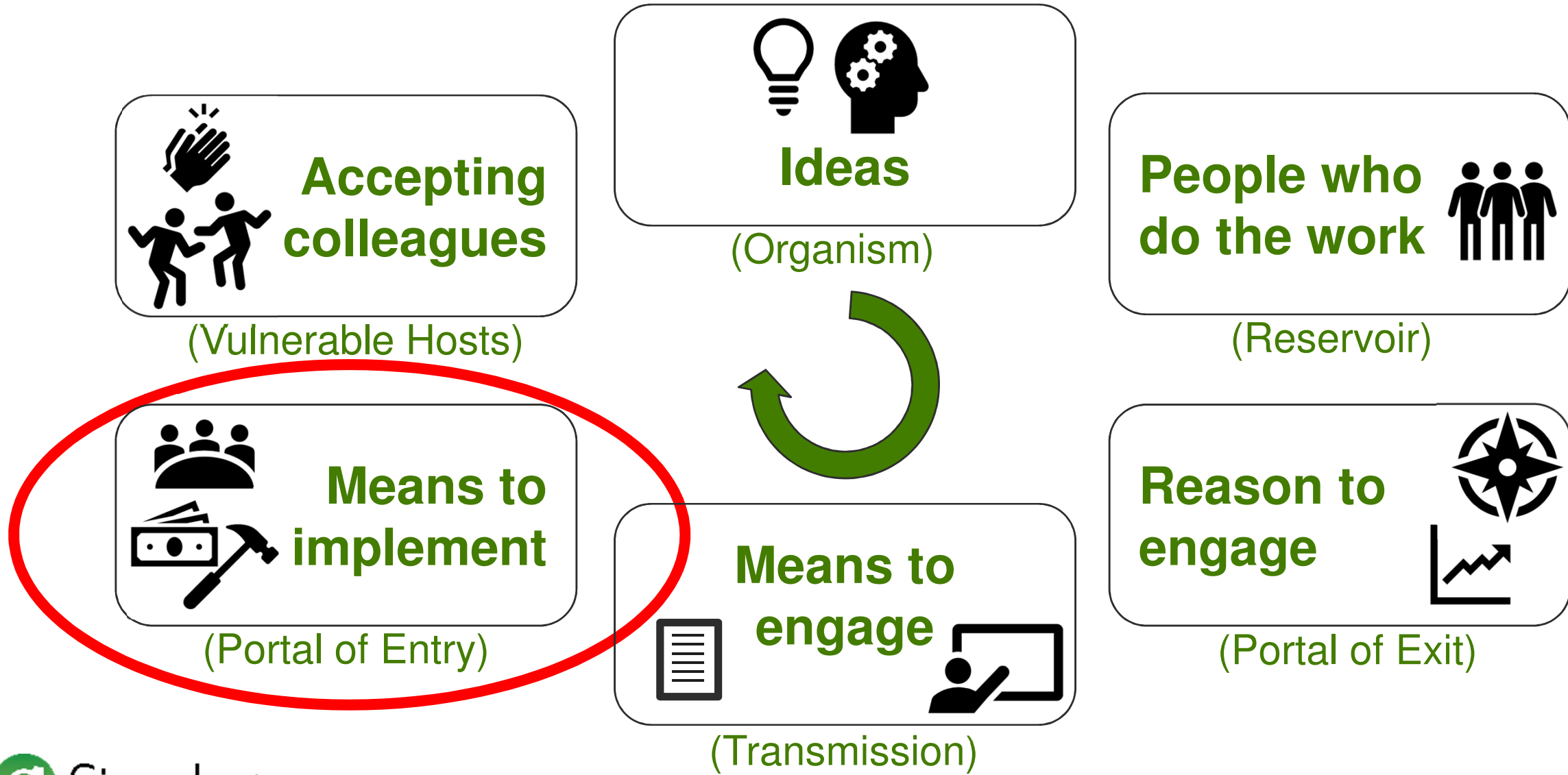


Surgical Services – Midwest Children’s Hospital

How did other components of the Daily Management System enable this level of engagement?

- Daily readiness huddles provided forum to engage every day
- Huddles surfaced abnormalities and prompted problem solving
- Metrics raised awareness of performance needs and gaps
- Standard Work provided a trusted pathway to implement

Transmission of Engagement



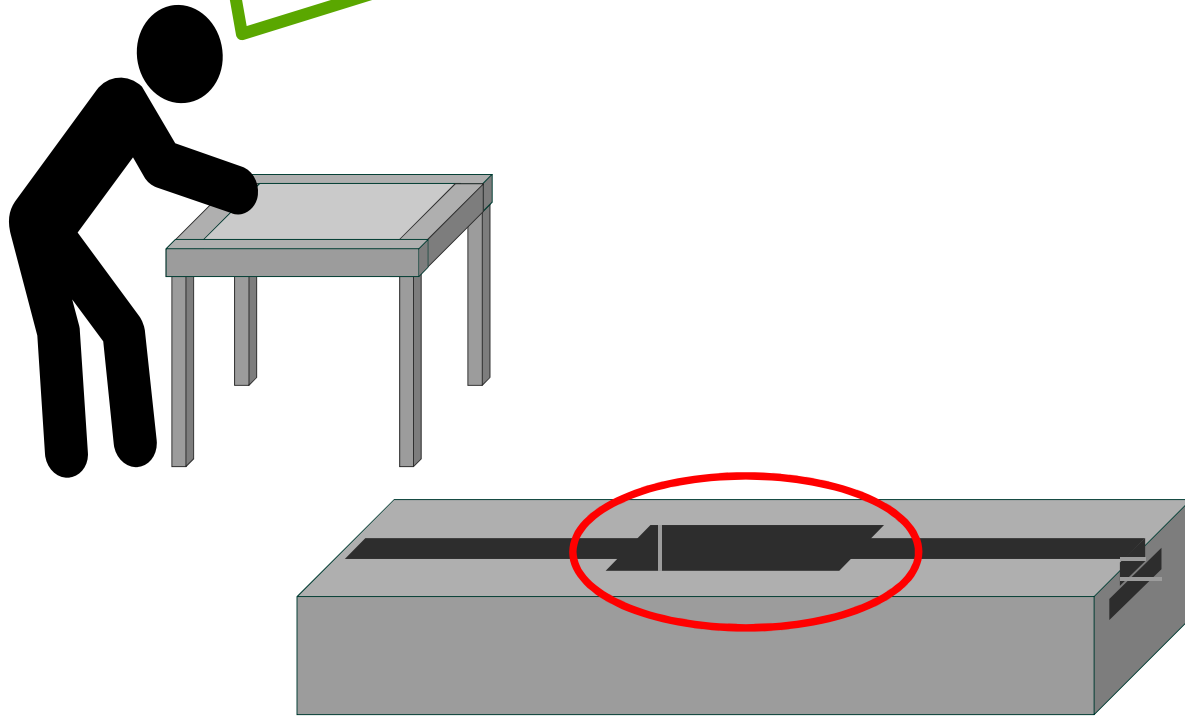
Two weeks after an Improvement Workshop ...

“Alan, I need you to come up to 5-East right now!”



Two months after an Improvement Workshop ...

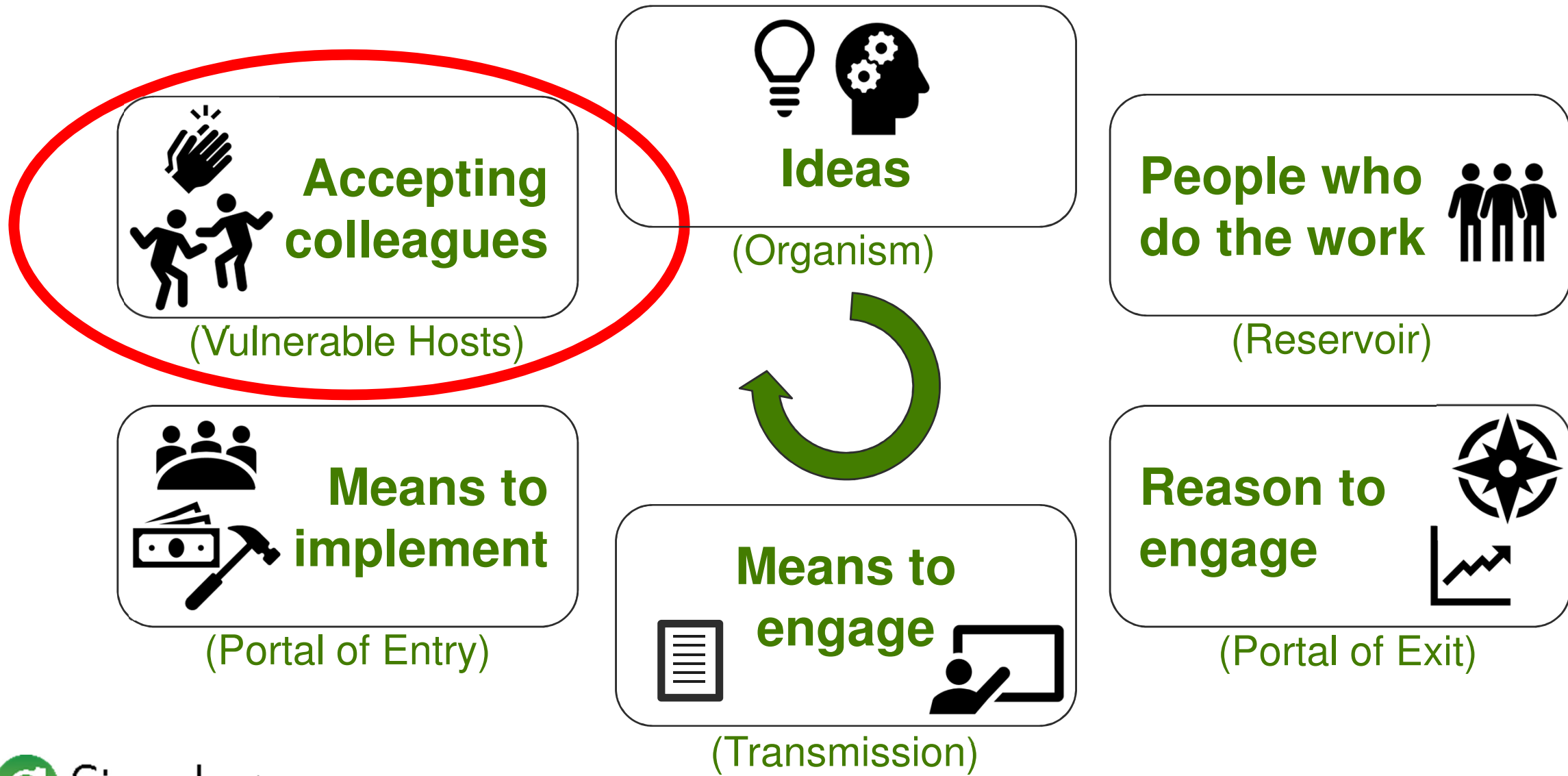
“Alan, do you have a minute, I’d like to show you something!”



- Cut a wider slot in the workbench to use as a holding device
- Now much easier to tighten fitting
- Took 10 minutes to make

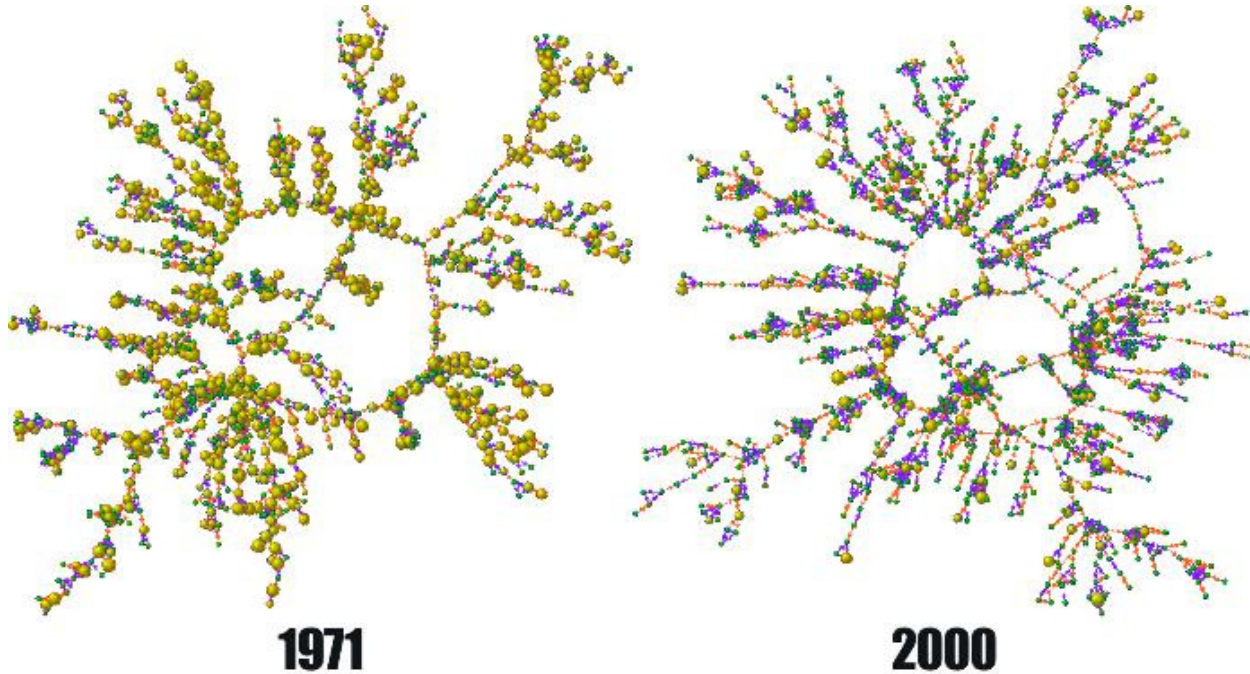
- *But it took 2 months to admit he had made the improvement !*
- What am I missing?

Transmission of Engagement



Framingham Study

– Connectedness of Smoking behavior



n=12,067

Source: Fowler & Christakis

- Smoking cessation correlated to close social ties (spouse, siblings, friends, small work groups)
- Remaining smokers tended to be marginalized - on the periphery of the network

Pre-requisites for Engagement

Needs of Individuals	Role of Leaders
<ul style="list-style-type: none">• What does my organization need?• How can I help?• Am I making a difference?	<ul style="list-style-type: none">• Establish direction• Build problem-solving muscle• Provide feedback <p><i>Adapted from Joe Murli – Lean Enterprise Institute</i></p>

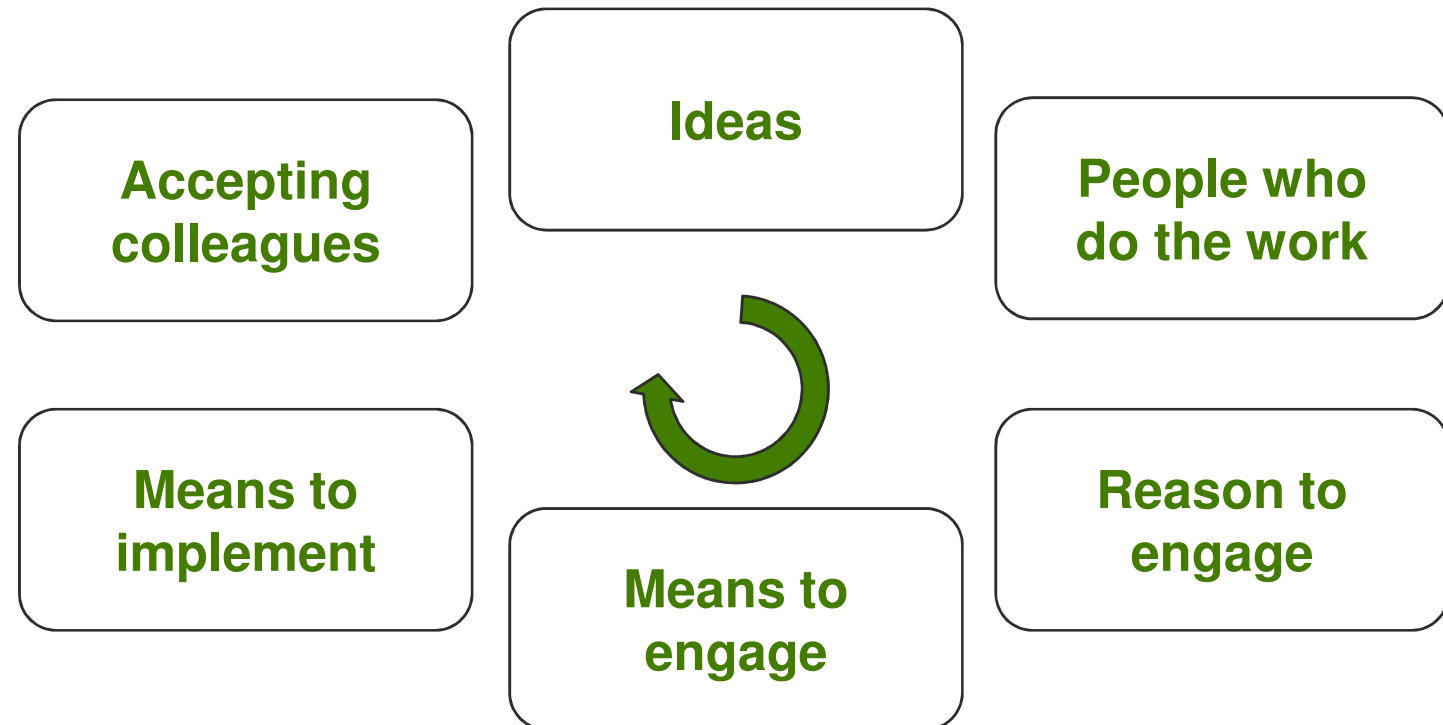
Exercise - Refer to the two examples you wrote down earlier

An improvement you have made in the last year

- What enabled it to be implemented?

An improvement you have been unable to make

- What is hindering you?



Take-Away Thoughts

Improvement events on their own are insufficient

A strong Daily Management System makes a big difference

Framework for engagement – if you forget, Google “cycle of disease”

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