

October 16, 2013



# Transforming a Professional Office with Intelli-lines and Daily Management Systems

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# Today's Session

- Brief Overview & Context
- Your Role
- Case Study
- The 14 Principles
- Q & A
- Breakout Session

Hope. Care. Cure.™



# Seattle Children's Research Institute

Improving the Health of Children Worldwide



# Evolution of our Approach to Lean

- Executives in Offices

**Executives as Team Members**

- 5 Day Workshops

**Transform the Workplace**

- CPI Department Leads Improvement

**Everyone Leads Improvement**


- Train Everyone

**Train While Improving**



# Your Role

Think about and capture ideas. . .  
How can concepts and themes in the case study be applied to your environment?





# The Office of Institutional Assurances A Lean Case Study

Laurie Bolton, JD  
October 16, 2013

# Office of Institutional Assurances





# Big Challenges

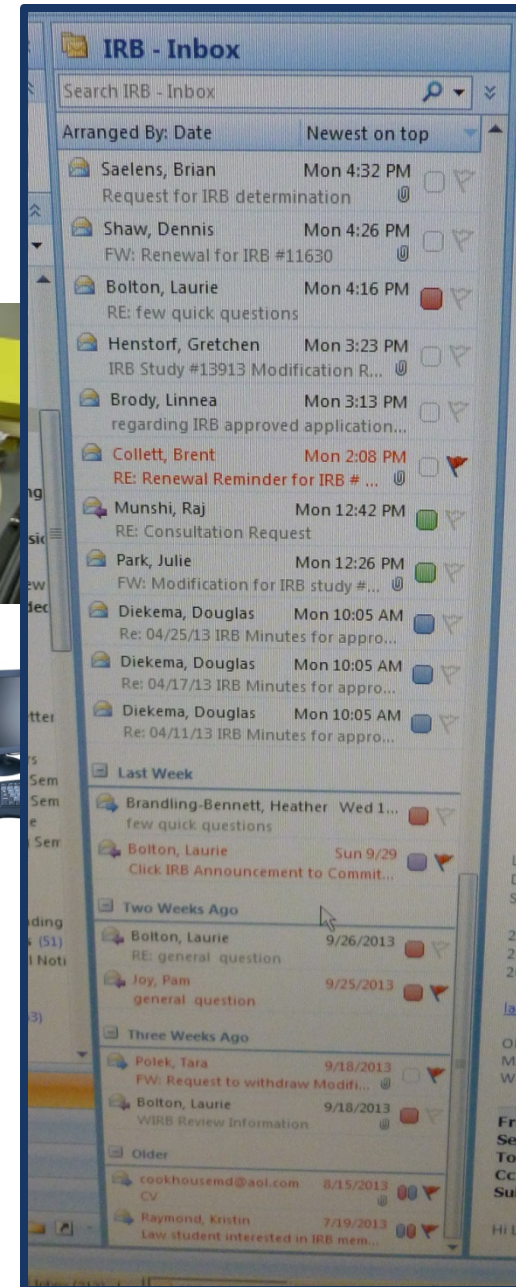
- Dedicated staff overwhelmed with work
- Huge backlogs
- Long lead times
- Fire fighting
- Workarounds, rework, defects



***These were not new problems!***



# Work in Process - Intake







lines together

MAIN LINE

DOMINIC

0-14 days

15-30 days

> 30 days

PI

TARA

0-14 days

15-30 days

> 30 days

JEN

0-14 days

15-30 days

> 30 days

PI

PI

PI

PI

PI



TARA

0-14 days

15-30 days

> 30 days

PI







Oct 16

IRB Agenda

West  
8th

New:

Mod: Leary 14622 TP (21 days) - Debley.

Ren: Usual 14336 TP (1 day) - Allan  
Fechner 14353 TP (1 day) - Haugen  
Lewin 12512 DL (22 days) - Joy  
Park 13561 DL (1 day) - Palermo  
Mayock 14170 DL (4 days) - Tandon

Oct 10

IRB Agenda Hosp.

New: Melvin 14773 DL (20 days)  
Portman 14798 RV (6 days)  
Nanda 14801 RV (14 days)

Mod:

Ren: Melvin 13908 TP (8 days)  
Thomson 12828 TP (1 day)

Misc: Emergency Use/Jones TP  
Prot. Dev. Flynn 11236 (35 days)  
KH  
(13 days)



WIP

TOTAL: 14

W/ ME: 7

FULL NEW: 1

OLDEST WORKING: 8/20



# Leader Standard Work

Today's Date: 10/9/13

## IRB/HSPP Daily WIP Numbers

Observations:	RV <del>TL</del>	JD	DC	TP	KH
Analyst WIP #s:	4 / 1 / 4	10 / 10 / 1	18 / 8 / 1	14 / 7 / 1	14 / 7 / 1
Oldest Working:	W: ?	W: 8/23	W: 9/10	W: 8/26	W: 8/20
All WIP:	TWIP: 102 ML: 19			Date of Oldest Unworked:	9/17

### Process:

#### 1. PCs will:

- complete the Analyst WIP#s & Oldest Working dates & All WIP numbers above
- use the numbers to populate the Viz Board
- add a note to the Viz Board if waterstriding is needed (indicate if prefer Inbox or Send-out)
- hand this numbers sheet off to Joan

#### 2. Joan will:

- use the numbers to assign an Analyst to the ML
- if PCs indicate that waterstriding is needed, another Analyst will be assigned
- place this numbers sheet in Laurie's inbox

Mainline

M: DOMINIC  
T: KELLY  
W: TARA

Th  
F

IRB/HSPP  
WORK IN PROCESS (WIP)

AL AGING

Goal 21 Days  
Stretch 14 Days

WIP ASSEMBLY LINE TOTAL **102**

Actual **22** Days

TODAY'S DATE: 10/9/13

Oldest Unworked: 9/17/13

Oldest Working: 8/23/13

PRE-ASSEMBLY

ASSEMBLY

POST-ASSEMBLY

PML 24

PWIP 22

ML 19

AL 71

IRB 7

TL 2

CL 3

PR/S-O:

17

NEXT DSD DATE:

Tues. 10/15 @ 1:30 pm



## OIA Daily Counts

Use the WIP Daily Count Worksheet (see page two) to jot down all requests that are sent to the mainline once prepared and reported to Jim Hendricks, daily.

**PML** - Within the IRB inbox, count the number of requests that are sent to the mainline once prepared. Coordinators can answer or will be responding to it.

**PWIP** - Within the IRB inbox count all safety reports all email the Program Coordinators will respond to an colored in orange or red)

**ML** - In the Heijunka box, count the number of sheets in

**TL** - In the Heijunka box, count the number of sheets in that as one transaction.

**CL** - In the Heijunka box, count the number of sheets in to get a grand total

**Processing / Send Out** - In the Heijunka slot.

**IRB** - There is a "Ready for Agenda" bin a Count the number of sheets in this bin for 1

For the **WIP Assembly Total**, add **ML** + **AL**

Upon completion of the WIP Daily Count WIP the WIP Daily Count Worksheet to Sue Phillips

MAIN LINE

TROUBLESHOOTING LINE

CONSULT REQUESTS

PROCESSING / SEND OUT

**Discontinuing Low PML Issues**

- Low PML issues are those that are not being actively managed and are not being actively managed.
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**Index reviews can be found here:** (Children's research) Coordinator binder (All Binder Contents) Inbox Processing

1. **Sort the WIP by transaction type** A small amount of batching will allow us to be more efficient (reviewing "handovers") and may reduce our errors (e.g., PIRI entries, remembering to add new studies to the renewal reminder sheet).
2. **Prioritization**
  - a. **Full News** oldest first. (These transactions have probably been in the office the longest and are probably the most urgent)
  - b. **Discontinuing** (exception, prioritize if research was discontinued)
  - c. **Discontinuing** (exception, prioritize if research was discontinued)
  - d. **Discontinuing** (exception, prioritize if research was discontinued)
3. **Renewal Reminder Sheet** Since this document can only be used for the following WIP sheets after sending the material for the following transaction types:
  - a. Renewals (obvious)
  - b. New applications to add (note this)
  - c. Closures to remove



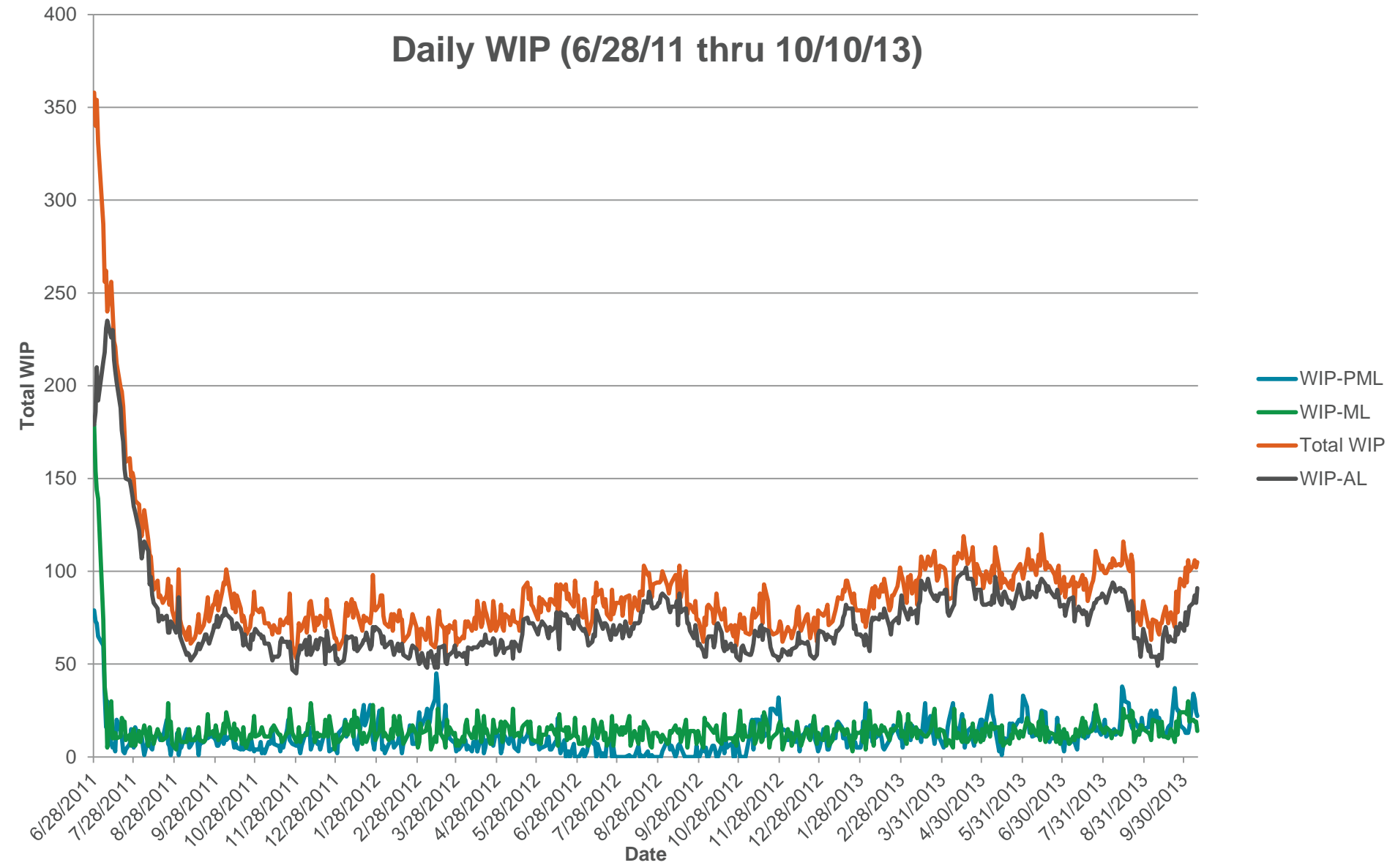




# Signal for Help



# Focus on WIP (Inventory) = Reduction in Lead Time



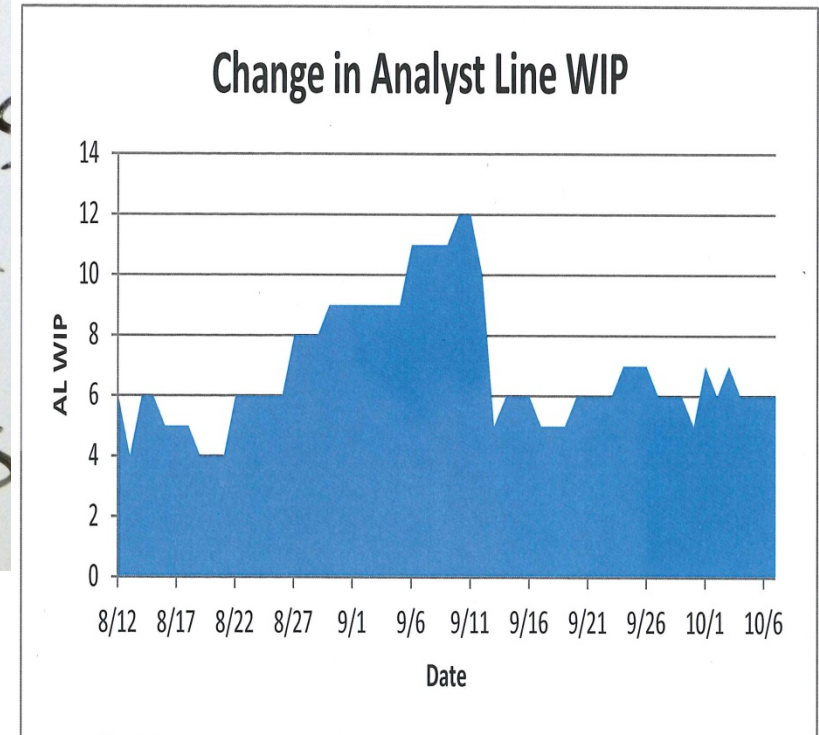
# Everyday Kaizen



AL AGING  
GOAL 21 DAYS  
STRETCH 14 DAYS

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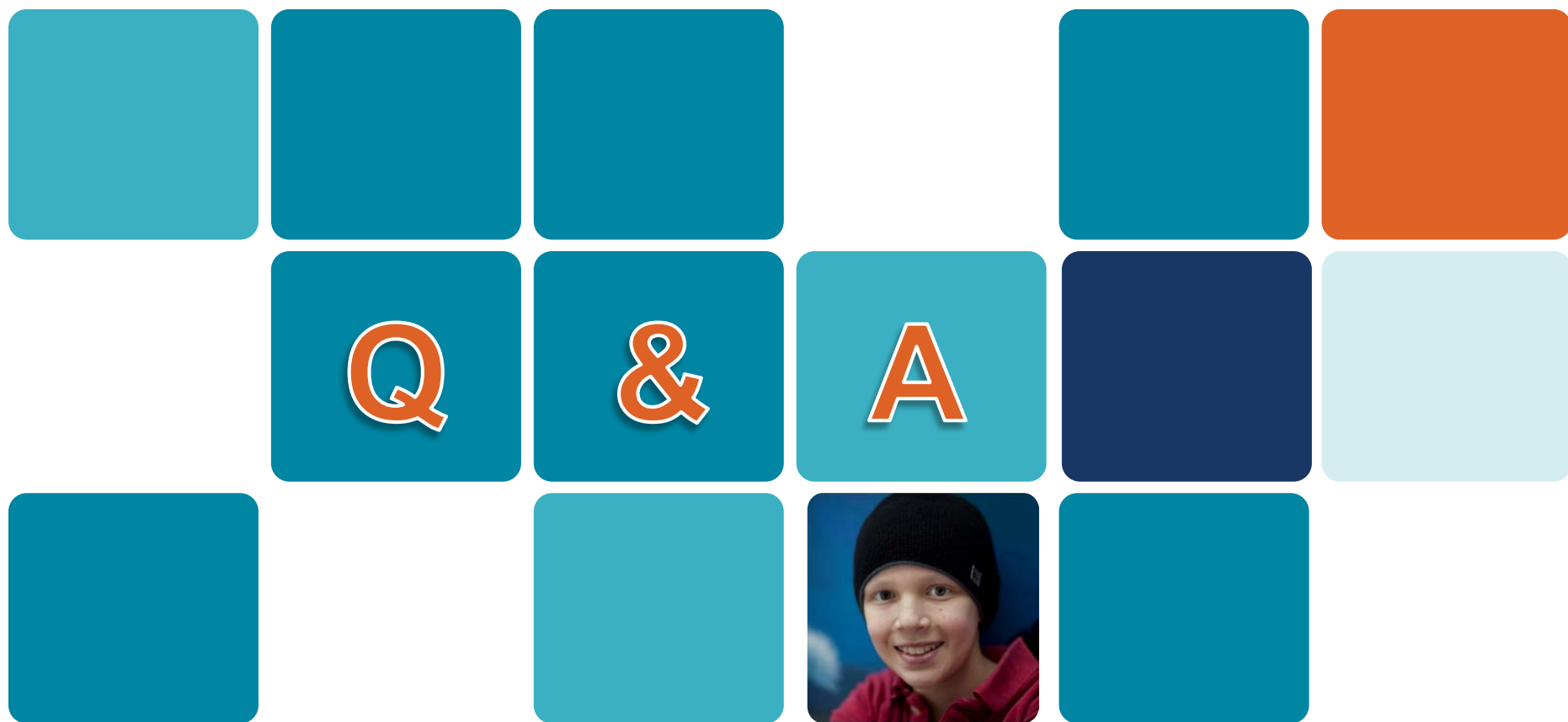
ACTUAL 22 DAYS



# The 14 Toyota Way Principles (abbreviated)

1. Base management decisions on a long term philosophy; align on goals
2. Create continuous flow to bring problems to the surface
3. Use “pull systems” to avoid overproduction and uneven flow, minimize WIP
4. Level out the workload, eliminate batches
5. Stop to fix problems, do things right the first time
6. Standardize tasks and use stable, repeatable methods to maintain predictability, regular timing and consistent output
7. Use visual controls to bring problems to light and to make following standards easy
8. Test and validate business processes before applying technology solutions
9. Grow leaders who thoroughly understand the work, live the philosophy and teach it to others
10. Develop exceptional people and teams who follow the company’s philosophy
11. Respect your partners and suppliers by challenging and helping them improve
12. Go and see for yourself
13. Understand the current situation and work with all involved to determine root cause and the path forward
14. Become a learning organization, reflect on what you’ve learned and continuously improve





Hope. Care. Cure.™

*Thank you!*



## Breakout

Share at your tables the one or two elements that resonated with you and how you might apply in your organization.