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
- 5 Day Workshops
- CPI Department Leads Improvement
- Train Everyone

Executives as Team Members

Transform the Workplace

Everyone Leads Improvement

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
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
Oct 16  IRB Agenda  West 8th

New:

Mod: Leary 14622 TP (21 days) - Debley

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


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

Mod:

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

Mise: Emergency Use / Jones TP
     Prod. Dev. Flynn 11236 KH
     (35 days)
     (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

<table>
<thead>
<tr>
<th>Observations:</th>
<th>RV TL</th>
<th>JD</th>
<th>DC</th>
<th>TP</th>
<th>KH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analyst WIP #s:</td>
<td>4/1/4</td>
<td>10/10/1</td>
<td>18/8/1</td>
<td>14/7/1</td>
<td>14/7/1</td>
</tr>
<tr>
<td>All WIP:</td>
<td>TWIP: 102</td>
<td>ML: 19</td>
<td></td>
<td>Date of Oldest Unworked: 9/17</td>
<td></td>
</tr>
</tbody>
</table>

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

2. Joan will:
   a. use the numbers to assign an Analyst to the ML
   b. if PCs indicate that waterstriding is needed, another Analyst will be assigned
   c. place this numbers sheet in Laurie’s inbox
Mainline

Dominic
Kelly
Tara

IRB/HSPP
Work in Process (WIP)

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

PML 24
PWIP 22

Assembly

ML 19
AL 7
IRB 7
TL 2
CL 3

Post-Assembly

PR/50: 17

Next DSD Date: Tues. 10/15 @ 1:30 pm

AL Aging

Goal: 21 days
Stretch: 14 days
OIA Daily Counts

Use the WIP Daily Count Worksheet (see page 2) to put down all
See below specific explanation of what and where the numbers do
and report to Jim Hendrickson, daily.

PML - Within the IRB inbox, count the number of
requests that are sent to the mainline or processing
Coordinators can approve or will be responding to

PWP - Within the IRB inbox count all safety reports
that are to be sent to the main line

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

TL - In the Heijunka box, count the number of sheets in

CL - In the Heijunka box, count the number of sheets in

AL - Go to each analyst cubicle and

Process/Send Out - In the return

IRB - There is a 'Ready for Review' box on

Count the number of sheets in the box

For the WIP Assembly Total, add ML + AL.

Upon completion of the WIP Daily Count and
Fill WIP Daily Count Worksheet to Track

Other

Consult Requests
Signal for Help
Focus on WIP (Inventory) = Reduction in Lead Time

Daily WIP (6/28/11 thru 10/10/13)
Everyday Kaizen

AL AGING
GOAL: 21 DAYS
STRETCH: 14 DAYS
ACTUAL: 22 DAYS

Change in Analyst Line WIP

Date

8/12 8/17 8/22 8/27 9/1 9/6 9/11 9/16 9/21 9/26 10/1 10/6
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

Abbreviated and adapted from The Toyota Way, Jeffrey K. Liker
Thank you!

Breakout

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