

Improvement Planning

And The Organizations'
Improvement Cycle

Learning Objectives

TO: Introduce Improvement Planning processes

FOR: You, your teams and the Customers you serve

BY:

- Understand the What & Why of Improvement Planning
- How to lead the Improvement Planning Prepare, Create, Cascade, and Confirm Processes
- Understand roles & responsibilities

SO THAT:

We all have a consistent understanding

“Improvement Planning”: What Is It?

- “The **process** of thinking about and organizing the activities required to achieve a desired goal.”
- “The planning process (1) identifies the **goals** or objectives to be achieved, (2) formulates **strategies** to achieve them, (3) arranges or creates the **means required**, and (4) **implements, directs, and monitors** all steps in their proper sequence.”

From the Business Dictionary

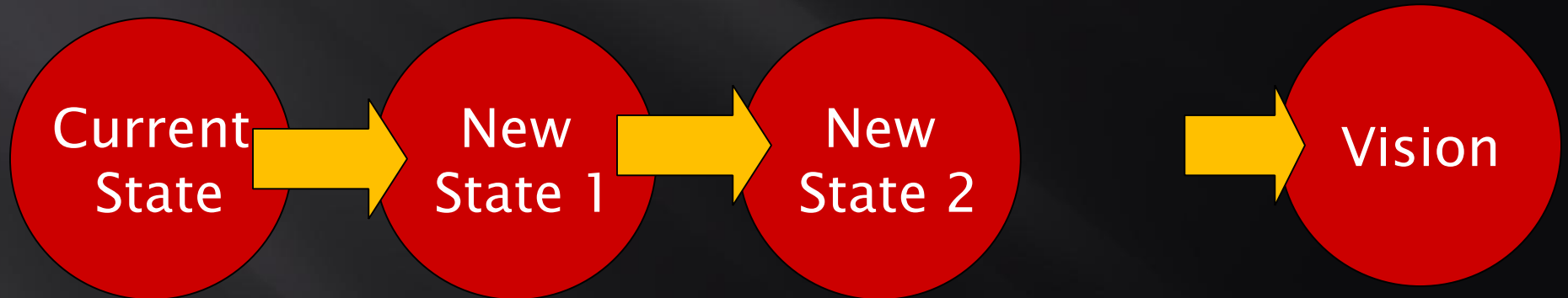
Improvement “Planning” is not just about describing how to create a plan; it is not just about creating the plan...

It is a process that identifies opportunities, creates action, and recycles learning into the next cycle of improvement

This is the focus of this training...

How The Improvement Planning Process Fits: Helping You Move Along A Path To Your Vision

**Improvement
Plan: Year 1**



**Improvement
Plan: Year 2**

**Organizations'
Desired Future**

“Toyota Kata”, M Rother

Improvement Planning: When

- **Annually**
- 6 to 18 months
- Aligned to budget cycle

- For this program cycle: Depending on your planning cycle – we will **create / modify / improve**

There Are Different Approaches to Planning

Management By Objectives (MBO)

(Joint identification of common goals, definition of individual's responsibility in terms of results expected, and use as guides for success and assessing the contribution of individuals)

Management By Control (MBC)

(Management compares performance to standards and takes any remedial action required)

Discovery Driven Planning

Planning in uncertainty;
Cycles of learning and releasing resources as you go

Hoshin Planning (Hoshin Kanri)

What We Will Use:

Hoshin Kanri

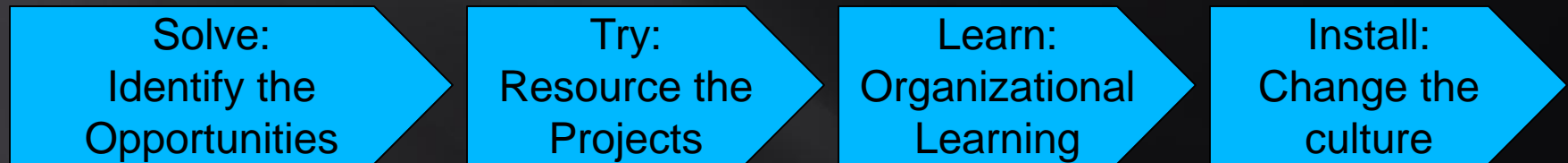


Bright
Needle/Direction
+Management

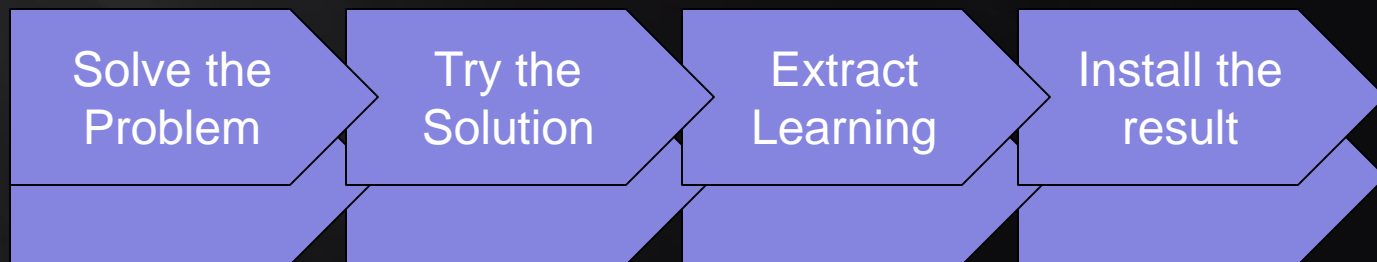
- Methodology popularized in Japan in the late 1950s
- Designed to use the collective thinking power of all employees; “top down and bottom up”
- **Aligns objectives AND the supporting strategies and tactics for pursuing the goals**
- Systematically develops and links plans from organizational vision to operational tactics; from leadership to individual contributors
- **Focuses on the process of improvement (PDSA) to achieve results rather than simply setting objectives**
- Continual learning; Results and status broadly and visually communicated

Hoshin Kanri Can Be Described As Interlocked Improvement Cycles (PDSA)

Leadership Team



Improvement
Projects /
Teams



How Are Goals Interlocked?

OUTCOME: TO IMPROVE PUBLIC HEALTH

DRIVER 1: BY INCREASING THE RATE OF IMMUNIZATION



OUTCOME: TO INCREASE THE RATE OF IMMUNIZATION

DRIVERS : BY... *This is the role of the project team...*

Deming's View

- Leadership's lack of **understanding of systems** commonly results in the misapplication of objectives. Additionally, Deming stated that setting production targets will encourage workers to **meet those targets through whatever means necessary, which usually results in poor quality.**
- One of Deming's key principles (Point 7) encourages managers to abandon objectives in favor of leadership because he **felt that a leader with an understanding of systems was more likely to guide workers to an appropriate solution** than the incentive of an objective.

What Improvement Planning Is

Not...

- Does not do your strategic planning...this is an input
- Does not “tell” your organization what to do...leadership team makes decisions and sets priorities based on the data and analysis
- Is not simply “planning”...this is a process that follows the improvement cycle and requires leadership follow through in trying, learning and installing the improvements in the culture
- Improvement planning is not a “standalone” or separate activity... when well done it is integrated into the daily activities of all organization members

Why Is Improvement Planning And Execution Important?

- Improves the rate of improvement and the efficiency in which you get there
 - Addresses team structure, education, goal/target cascading, data evaluation and prioritization techniques, and change management into a comprehensive and logical sequence of events
 - Clarifies deliverables
 - Involves the team; communicates to them
 - Speeds learning
 - Speeds application
 - **Achieves more results, faster**
- External benchmarks acknowledge the importance of structured approach

Give me six hours to chop down a tree and I will spend the first four sharpening the axe.

-- Abraham Lincoln

“Every battle is won before it’s ever fought.”

— Sun Tzu

Important, Yet Not Easy...

How can an organization achieve a culture of improvement and utilize its most precious resource, it's people, without an understanding of the organizational direction and actions needed in which to accomplish the culture?

- 15% of workers could actually identify their organization's top three goals
- 22% of workers are enthusiastic about the goals they set with their work teams
- 48% of workers say the goals of their work team are translated into their individual work goals

FranklinCovey and Harris Interactive poll of over 10, 000 U.S. workers

Touches All The Elements Of High Performance...

Powered by **People**

- Supported by a special type of **Leadership**
- Superbly **Focused** on their purpose
- Using **Learning** to create results
- **Implement** well, installing the new way and continually improving
- Applying improvement **Methods** to empower the individual and effectively solve problems

Improvement Planning Process

INPUT

What starts: New planning year

Who starts: Organization Leader

Who receives: Improvement

Lead

Prepare

Create

Cascade

Confirm

OUTPUT

Who is Customer: Organization team members, Recipients of services

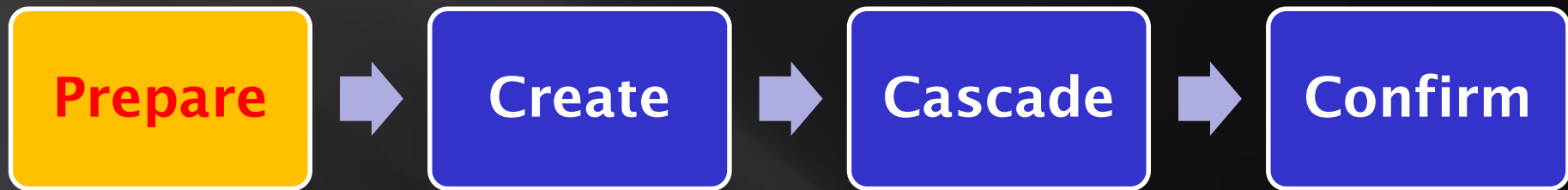
Customer Expectations: Year on year improvement

What is Output: Prioritized, confirmed, resourced improvement projects

How Much is Supplied: 1 Improvement Plan, 3-8 Project team plans;

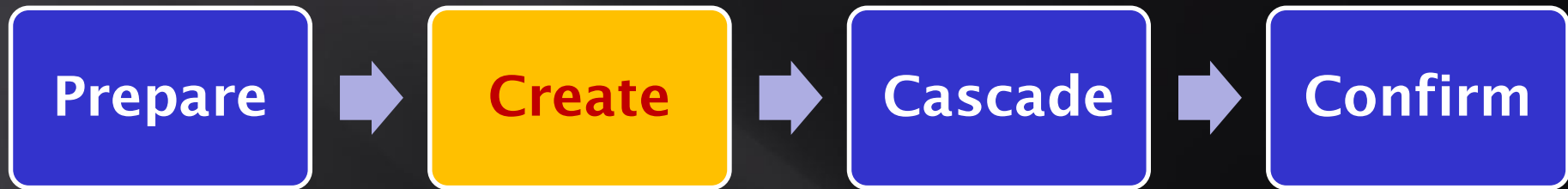
Communication Strategies; Education Strategies

LET'S **CREATE** OUR IMPROVEMENT PLAN



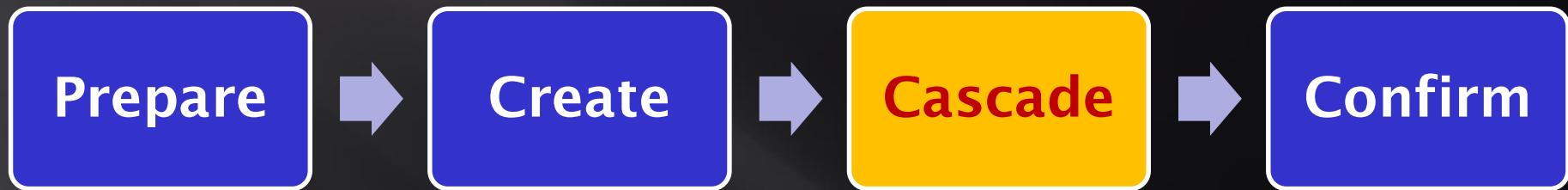
1. Determine Leader's directions
2. Establish desired Outcomes
3. Gather VOICE data
4. Conduct preliminary analysis/draw conclusions
5. Summarize improvement opportunities

LET'S **CREATE** OUR IMPROVEMENT PLAN



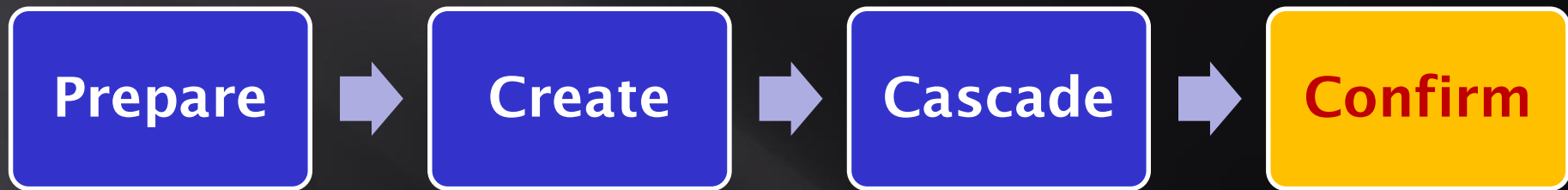
1. Align team to Improvement goals & targets
2. Understand improvement opportunities
3. Prioritize & select improvement projects
4. Draft individual project goals, timeline, resources
5. Prepare communications

LET'S **CASCADE** OUR IMPROVEMENT PLAN



1. Prepare Project Leader
2. Confirm project resources
3. On-board project team
4. Receive draft and complete the project gap, goal, approach, and timeline
5. Confirm confidence to achieve the benefits, & targets

LET'S **CONFIRM** OUR IMPROVEMENT PLAN



1. Present & confirm project plans with Improvement Leadership team
2. Reconcile that individual projects can collectively achieve the Improvement plan
3. Reconcile resources are balanced
4. Modify/Summarize Improvement plan
5. Develop change/communication strategies
6. Confirm on-going Improvement plan management

Improvement Plan is simply...

Outcomes

Drivers



1. What is an Outcome?

- Desired results from completed improvements
- What, How Measured, Target
- Derived from data: Customer & Organization

2. What is a Driver?

- Defined projects focused on producing outcomes
- Derived from data: Process, Culture, & Learning

QUALITY IMPROVEMENT PLAN

DRIVERS

OUTCOMES

Voice of the Process
 (Organization Data;
 Process Value Stream
 Maps; Performance
 Measures)

Voice of the Culture
 (Improvement Culture
 Roadmap/SAT;
 Employee Surveys;
 Team Assessment)

Voice of Learning
 (Plan & Project Lessons
 Learned; Best Practice
 Sharing)

Project:
TO:
BY:
Measures/Targets:
Project Leader, Team Members:

Project:
TO:
BY:
Measures/Targets:
Project Leader, Team Members:

Leadership Team Conditions:

Effectiveness: Customer
Efficiency: Organization

Voice of the Customer
 (Surveys; Feedback
 forms; CHIP/SHIP;
 CHA/CHNA)

Voice of the Organization
 (Strategic Plans;
 Budget; Leader's
 Directions;
 Requirements)

Culture of Quality Improvement		
Measure	Baseline	Target