Daily Team Huddles: Developing a Culture of Continuous Improvement by Engaging Staff in the Planning and Improving the Work That Affects Them

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Disclosures

Relevant Financial Relationship(s):
Nothing to Disclose

Off Label Usage:
Nothing to Disclose
Me and my BFF Cindy

Objectives

- Describe a Lean Management System
- Recognize the role of daily huddles
- Prepare to effectively lead team huddles
- Identify coaching techniques for developing others
**Agenda**

- V²
- Lean Management System at 30,000 feet
- How do you get to Carnegie Hall?
- Nuts and Bolts
- The Scientific Method
- L²
- Q&A

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**V²**

\[ V² = \text{VISION} \times \text{VALUES} \]

- Vision
- Primary Value
- Core Values - RICH TIES
Lean Management System at 30,000 feet

- Lean 101 – Improvement Methodology
  - Tools
  - Projects
- Lean Ph.D.– as a Management System
  - Managing daily improvement
  - Engaging and developing staff
  - Strategy alignment
  - Performance excellence

Systems & Tools

- A system is an organized collection of parts (tools) that are highly integrated to accomplish an overall goal or objective (performance excellence).

  Communication System
  - Huddles

  Visual Management System
  - Huddle Boards

  Problem-solving System
  - Problem Solving (PDSA)

Performance Excellence
Meeting the Organizational Mission

All employees will be involved in planning and improving the processes that affect them.

How do you get to Carnegie Hall?

• How do you achieve performance excellence?
• Huddle, huddle, huddle
• Huddle only on the days you eat
Huddle Structure

Meetings
• Purpose – to disseminate information

Huddles
• Purpose – verbal communication, visual communication, and share problem-solving status

The Huddle Board – the nuts and bolts

Employees are involved in planning and improving the work that affects them.
The Huddle Board – the nuts and bolts

I PROMISE

EXAMPLE Huddle Board
Quality & Safety: Measuring what matters
Engaging employees in planning the work that affects them

People & Partners: Culture in Action
Engaging employees in living the culture
Continual Improvement:
Engaging employees in *improving* the work that affects them

The Scientific Method

Front

**Plan**

- **What will you experiment with?**
- **What do you expect will happen?**

**Act**

- **Huddle Leader’s Signature:** Date

**Do**

- **Study**

Back

- **Daily Team Huddles**

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Mayo Medical Laboratories

© MM XVI

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Organizational Alignment

- Quality & Safety: Plan the Day
- Quality Plan or Scorecard: KPIs, Goals
- PDSA: Improve
- People & Partners: Live the Values
- Strategic Plan, Mission & Vision

Daily Team Huddles

Pitfall #1 - PDSA problem-solving during huddle
Pitfall #2 - Huddles morph into meetings
Pitfall #3 - Thinking every problem is a problem
Pitfall #4 - 100% attendance (80/20 Rule)

Only 2-4 PDSAs at a time recommended

Daily Huddle 10-15 min.
  • Red Day – issues listed, not everything that is a problem is urgent and not everything urgent is a problem!

Weekly Muddle 15-20 min.
  • Time to review all issues from the week; to discuss is it really a problem, prioritize, and assign PDSAs.
Huddles: Before and After

<table>
<thead>
<tr>
<th>BEFORE</th>
<th>AFTER</th>
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<tbody>
<tr>
<td>Numerous meetings</td>
<td>Fewer meetings, recovered capacity – communication happening in real time</td>
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<tr>
<td>Email communication ineffective, meeting atmosphere less conducive for idea sharing and team-building</td>
<td>Daily, face-to-face communication of important news, 3 good things has positive affect on morale</td>
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<tr>
<td>Rework</td>
<td>Time to plan the day resulted in less rework</td>
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<tr>
<td>Low employee engagement</td>
<td>Increase in employee engagement</td>
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<tr>
<td>Supervisor solves problems (Fire fighting)</td>
<td>Front-line staff own and solve problems increasing their sense of purpose, master and autonomy</td>
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Huddle Kits

- Headers
- Acrylic Holders
- Red/Green double-sided magnets
- Red Day Issue log, Daily status Sheets/binder
Resource: Pull System

- Intra-net Website

Resource – Push System

- eNewsletter

And now! Things to... Pumpkin-spiced coffee. I need to meet you for a small.
Lessons Learned

- Change Management
  - Why?
  - What’s in it for me?
  - Daniel Pink

Huddle Benefits
- Mastery, autonomy & purpose
- Personal satisfaction in contributing to process improvement affecting your work
- Improved working relationships with others by listening to what matters to each other
- Improve work unit performance: problem resolution and solution retention
- Improve the transfer of knowledge, creating a culture of problem-solvers

Repetition

Huddle time (5-10 minutes)
Archived huddle status sheets
Leader leads or attends
Can be employee led

1. 3 Good Things
2. Quality & Safety (KPI)
   - Plan the day
   - Safety concerns
   - Measure what matters
3. People & Partners
   - Value of the day
   - Celebrate & recognition
   - Red or Green day
4. PDSA Problem-solving
It's a small world...

The lab is a really great place and it's the people that make it possible for the organization to meet its mission.

???s you think of later

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Questions & Discussion