

A Common Approach to Problem-Solving

The Problem

Every day BIDMC staff members encounter problems in their work areas. While it is easy to jump to solutions, solving these problems with a common approach provides opportunities for idea sharing and cross-functional collaboration. There is a need to drive continuous improvement competency in the organization to enhance the value and results of improvement activities by BIDMC staff.

Aim/Goal

Diffuse problem solving thinking throughout the organization so that everyone, every day, can solve problems at their appropriate level.

The Interventions

Develop a lean certification practitioner program that teaches a common and scientific problem solving approach. Certify 400 people in year 1.

Teach

DO!

Classroom Session (2 hrs)

Business Transformation has developed a comprehensive, multi-level Lean certification practitioner program that teaches a common and scientific problem solving approach with the following course objectives:

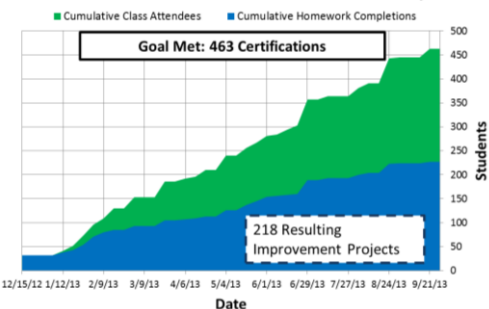
- Know a common approach to solve problems: *A3 Problem Solving*
- Explain the value of going to see
- Identify the 8 wastes of Lean
- Understand the importance of making problems visible

Homework (2 hrs)

There are 3 options for a homework assignment to be completed to receive Level 1 Practitioner certification. The goal is to engage participants in continuous improvement work in their own workplace by doing one of the following:

- 1 Identify each of the 8 wastes within their work area
- 2 Identify and *eliminate* 3 of the 8 wastes in their work area
- 3 "5S" their work area
- 4 Solve a problem using A3 thinking

Level 1 Practitioner Course -- Attendance Delivery to Goal



Includes over 80 participants from BID Needham, BID Milton, and BIDCO Westwood!

Examples of Practitioner Improvement Projects

4 – Redesigning Copay Processing

"I knew we needed to **improve**, so I outlined current issues and figured out a **new method** using the principles I learned in the Level 1 Course"

-Kristin Donnelly, APG Practice



"Because my team went through this training together, we agreed on an approach. **We all own this project** – we discuss it, and that's why it works."

-John Goulart, Director - Compliance

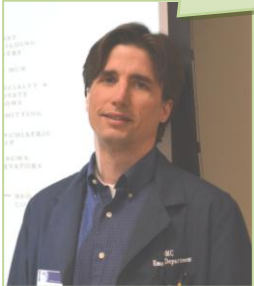
3 – "5S" the Team Shared Drive



"Our improvements have been successful in **reducing registration times per patient**, but we aren't finished. Providing the best care possible is about adjusting and **continuously making improvements**."

-Nate Beyer, Administrative Lead - ED

3 – "5S" ER Registration Desk



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