Managing an Idea System

Center for Innovation & Transformational Change (CITC)

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Agenda

- Idea System Introduction
  - Purpose
  - Components
- Implementing an Idea System
- How to effectively facilitate an Idea Board Huddle
- Questions

Objectives

- Ability to describe the Idea System
- Strategies to implement
- Awareness of how to facilitate effective huddles

Questions for Thought

- What happens today when you see a problem?

- How can idea systems help?

When do people feel respected?

When they're empowered to implement their suggestions for improvement

What is an Idea System?

A process and environment for empowering people, allowing for continuous improvement and aligning with True North

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Idea Board + Idea Cards + Team Huddles + Celebration

Seeing and surfacing problems is a *good thing!*

Principles of the Employee Ideas System

- Improvement is a part of everyone's job
- Continuous learning to see new opportunities for improvement
- Focuses on achieving organizational goals
- A team process for sharing ideas
- Shared accountability built through performance expectations and following standard work
- A process for celebration, recognition of staff innovation, and focused team work

IDEA BOARD

Huddle day and time	IDEAS IN PROGRESS			
	Idea	Task	Owner	Due Date

Huddle Steps
1. Review metrics
2. Ideas in progress
3. New ideas (if time and open task line)
4. Celebrate!

NEW IDEAS

	PARKING LOT	NEEDS HELP	COMPLETED IDEAS
	(Review every 3 months and move to IN PROGRESS when a task is assigned)	(Review every 3 months and move to IN PROGRESS when a task is assigned)	

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What would you like to focus on?

- Set a clear Aim and Goal(s) for the Ideas. For example:
  - General ideas of all types? Or ideas to address a specific problem?
  - "What gets in your way"
  - Eight Wastes
  - Specific departmental goals
  - Strategic Priorities (True North Metrics)
- Establish General Guidelines around the purpose, problem, or ideas
  - Low to no cost
  - Focused in your area
  - Can be Implemented in 30 days
  - Involves you in the solution

Choose the location

- Idea Board location
  - Common area where all staff have access
- Idea Huddle
  - Schedule them regularly
    - Once a week (or more)
    - Consider noise
    - Can be 5-30mins long

Sample Idea Card

Idea	
Name(s):	Date:
What is the problem/waste?	
Why is it happening?	
Idea:	
Date Implemented:	

Sample Huddle Agenda

5-30 minutes

1. **Greeting /Welcome -** Ask team: Anything new, updates or things to recognize this week?

2. **Choose facilitator/Timekeeper /Assign a Scribe –** Rotate weekly

3. **Go to "Ideas in Progress"/Discuss action items due this week -** Status update, move idea card to next step (if applicable), use teamwork, help each other.

4. **Discuss "New Ideas" (when space is available in task list) –** Why is it happening? Record task on board in "ideas in Progress", assign owners and due dates…

5. **End meeting when out of time or all ideas in progress discussed. Don't forget to record implemented Ideas.**

6. **Remind everyone to vote on the "New Ideas" during week (before next huddle)**

7. **Debrief -** How did the huddle go today? What went well?

8. **Celebrate Progress**! Congratulate and recognize team & individual progress!.

Huddle Lead

Meet @ board 5 min prior to huddle to review ideas on board with Huddle Buddy

Role during huddle:

- Review the task list for updates.
- Read & sort (pick chart or by votes) new ideas posted.
- Begin work on a new idea (assign a task, ask questions to the team), if capacity available.
- Celebrate progress!

Huddle Buddy

Meet @ board 5 min prior to huddle to review ideas on board with Huddle Lead

Role during huddle:

- Scribe task list.
- Keep track of time.
- Help Lead maintain group's focus.
- Be able to step into Lead role if needed.
- Give Lead feedback after the huddle.

Example Idea

Idea		
Name(s): Nick	**Date:** March 21	
What is the problem?		
Copy machine constantly jams and needs to be restarted and repaired		
Why is it happening?		
Copier is being overworked		
Idea:		
New copy machine		
Date Implemented:		

Questions during the Huddle

Helpful Coaching Questions

IS Asking

- What's the problem are you trying to solve?

- How would you describe what's happening vs. what should be happening?

- What have you looked at or heard?

- What makes you sure you have a cause/effect link?

- What have you thought of trying?

- What impact do you expect that countermeasure to have?

Is NOT Asking

- Is that really the problem you need to solve?

- Why do you think that's a problem?

- Why don't you look at ___?

- How is that your root cause?

- Have you thought about trying ___?

- Are you sure that's going to work?

3rd Annual Lean Healthcare Transformation Summit

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Lean discussions in the Huddle

- Ask: "What value does the idea add?"
  - Add value. . . to the employees experience, to quality & safety, to employee engagement, to financial sustainability

- Ask: "What waste does the idea eliminate?"
  - Aim to eliminate waste from work processes

- Is the problem clearly stated? Do we have a good understanding of the problem and why it is occurring? Does the idea address the root cause?
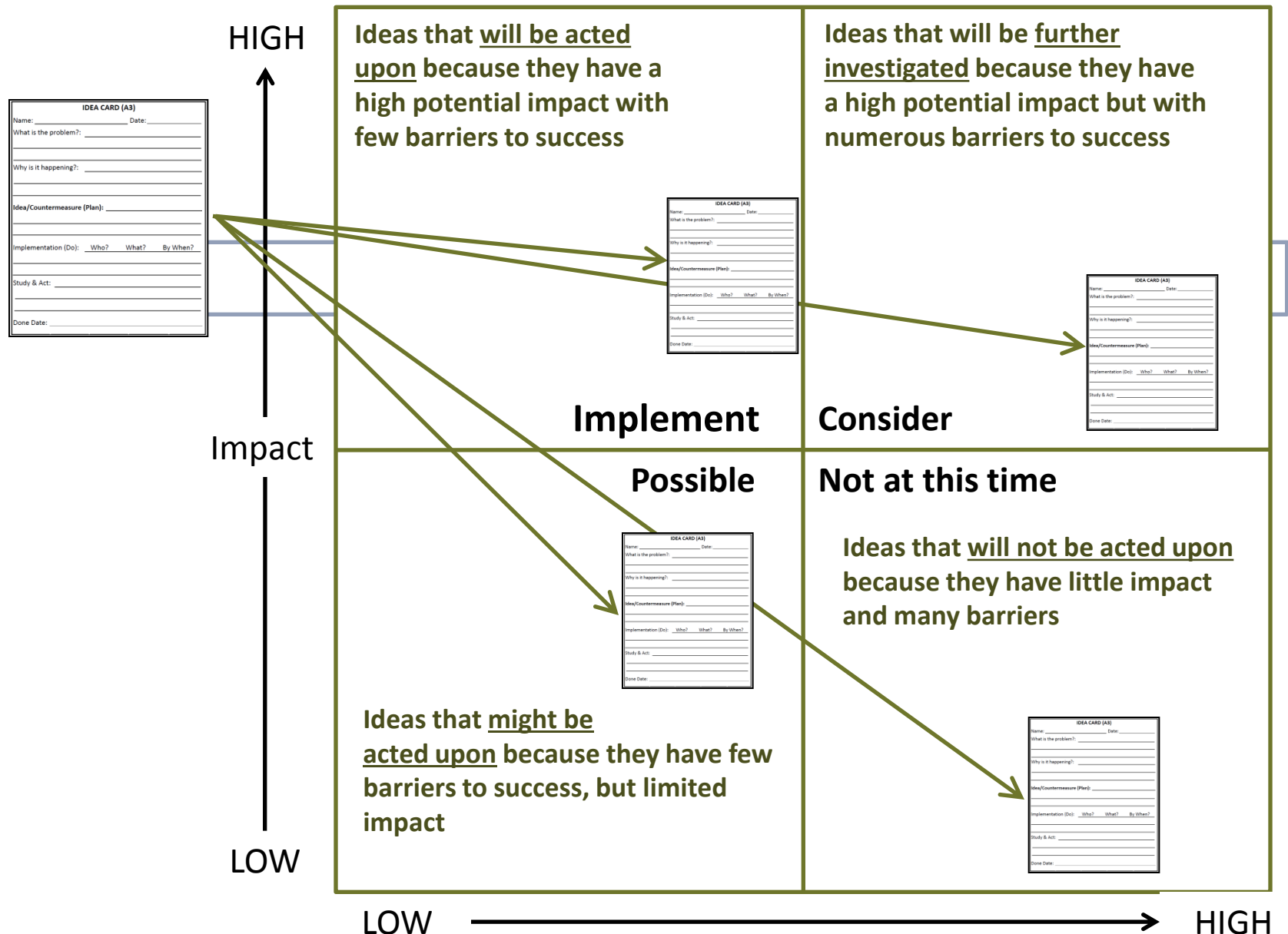
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Mock Huddle – 10mins

- Use example idea board & idea cards

- Discuss the example ideas, use the idea board, and the structure of the idea card

Prioritizing New Ideas: Voting

- Sticky notes (3 per team member) to put on the board before the meeting
  - Can put all 3 votes on one idea, or spread among ideas
- If talking about New Ideas during the huddle, start with the idea with the most votes
- If no votes, then no need to discuss at that time

Prioritizing New Ideas: Pick Chart

HIGH

Ideas that will be acted upon because they have a high potential impact with few barriers to success

Ideas that will be further investigated because they have a high potential impact but with numerous barriers to success

Implement

Consider

Impact

Possible

Not at this time

Ideas that will not be acted upon because they have little impact and many barriers

Ideas that might be acted upon because they have few barriers to success, but limited impact

LOW

LOW → **HIGH**

Don't forget to Celebrate!

- Acknowledge and share success:
  - End Huddles on a high note.
  - Thanks!!!
  - Patient/Employee Comments
  - Accomplishments
  - Contributions to waste reductions and value-adding activities

Example Guidelines for Idea Huddles

- Huddles are held regardless of who is/isn't present
- Suspend judgment of ideas – ask questions instead
- One conversation at a time
- Keep the meeting 30mins or less (assign a time keeper)
- If too many ideas to discuss prioritize 2-3 to discuss at the start of the meeting
- Review the board prior to the start of each meeting

Example Guidelines for Idea Cards

- Low to no cost
- Focused in your area
- Can be Implemented in 30 days
- Involves you in the solution
- Does not contain Protected Health Information (PHI) or Personal Information (PI)

No idea is too small!

- An idea can be as small as changing the types of pens you write with because the ink bleeds less…

- Or having all the computers automatically turn on at 6:30am so they are ready when staff arrive…

- Using the font *Century Gothic* when printing because it uses 80% less ink

Characteristics of Great Idea Systems

- They are managed locally (i.e., by the department)
- Ideas are visible to all
- Group ideas are encouraged
- There is a mechanism for prioritizing
- The implementation/execution of ideas is tracked
- Linked to specific goals (e.g., True North)
- Ideas are reviewed in daily/weekly huddles
- Employees are empowered to implement ideas
- Praise is provided for ideas implemented

Idea Systems can vary & should be tailored to your dept.
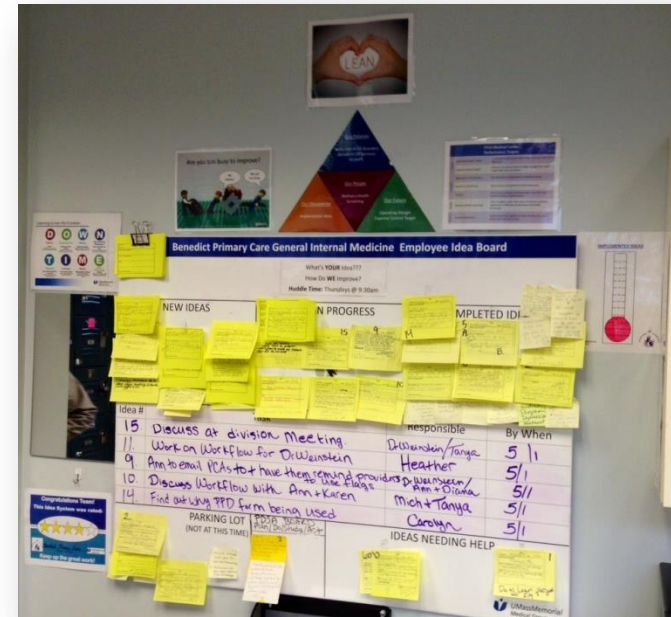
Example Celebration Boards

Q & A

Thank you

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