Managing To Create Problem-Solvers

Lean Transformation Summit 2017
Carlsbad, CA | March 7-8, 2017

Getting Lean in the Kitchen:
The Food and Nutrition Story

Food and Nutrition Leadership Team
Scripps Memorial Hospital, La Jolla

Scripps

Managing To Create Problem-Solvers

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Who Are We?

Food and Nutrition Services – Scripps Memorial Hospital La Jolla

Adele Barrack, RD, Director

Christopher Bowden, Supervisor

Brittany Gavin, Supervisor

Johanna Omark, RD, Manager
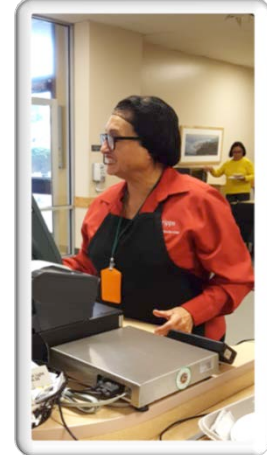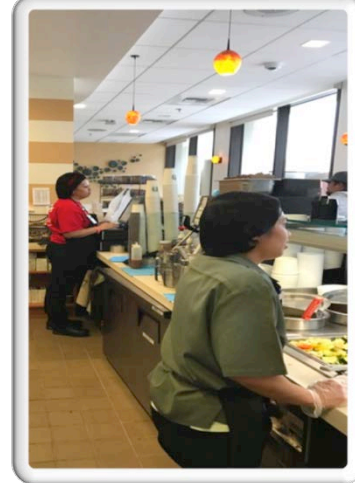
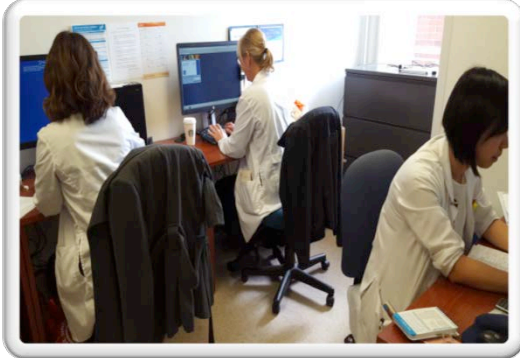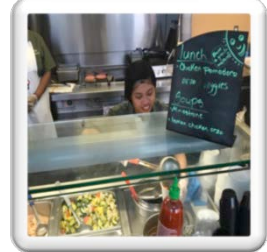Sandra Vary, Supervisor

Team of 90 Employees

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Food and Nutrition Services at Scripps La Jolla

Over 1 million meals served in 2016!

Food and Nutrition Services at Scripps La Jolla

What We Want to Share

- How we connected front line staff in Food and Nutrition to organizational goals

- What we learned as leaders about engaging people and sustaining gains

- What tools and routines the staff needed to solve organizational problems

What Was the Problem?

- Inconsistent results
- Lack of problem solving structure
- Inconsistent leadership responses
- Unable to sustain gains
- Leadership frustration

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Value By Design

Scripps introduces MDI (Managing for Daily Improvement) as a means to align our focus to our True North goals, engage people in the process, and develop problem solving skill and capability.

Managing for Daily Improvement
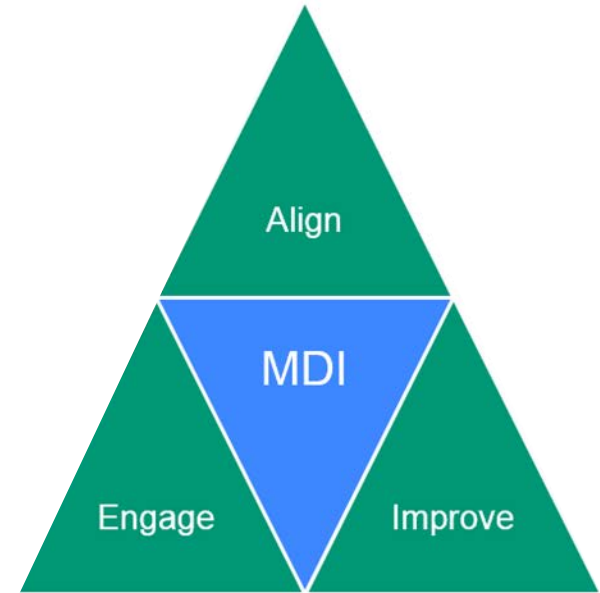
Implemented in 157 departments across all hospitals, clinics, and support areas

Pilot Ancillary Department =

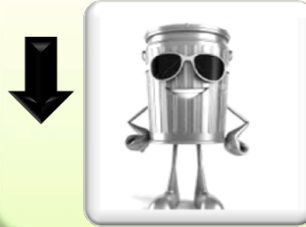Food and Nutrition Services - Spring 2015

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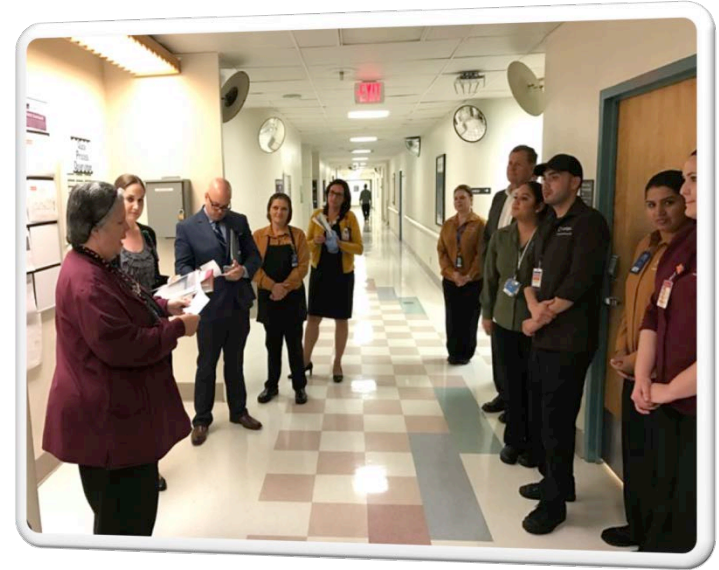
Accomplishments

Call Abandonment

Lifting Injuries

Out of Stocks

OUT
OF
STOCK

Food Costs

Staff Engagement
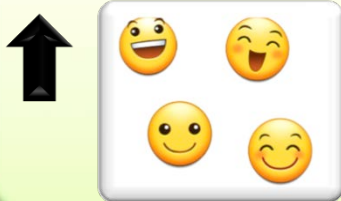
315 Staff Ideas

Inventory Management

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Accomplishments
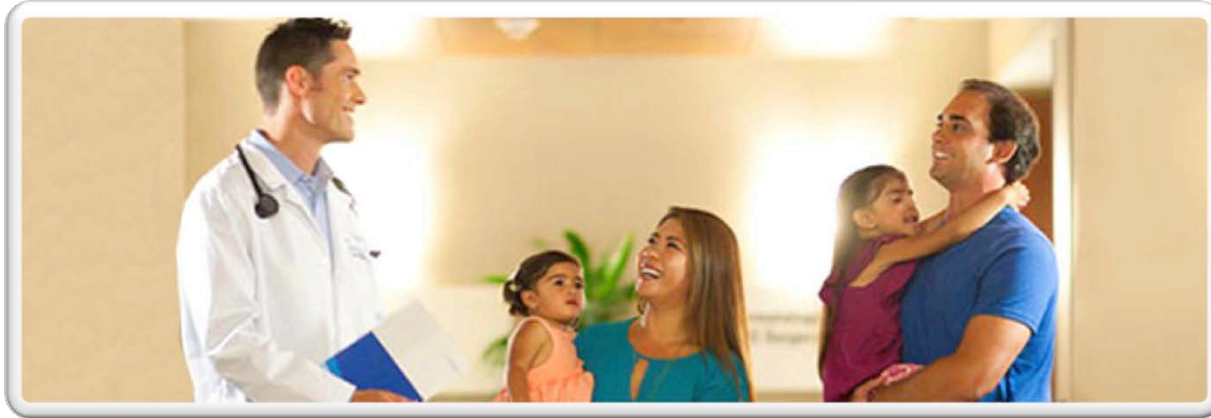
Improved patient satisfaction from score of 82.8 to 91.0.

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How Did We Do It?

S - Structure

C - Coaching

R - Reflection

I - Innovation

P - Persistence

P - Patience

S - Support

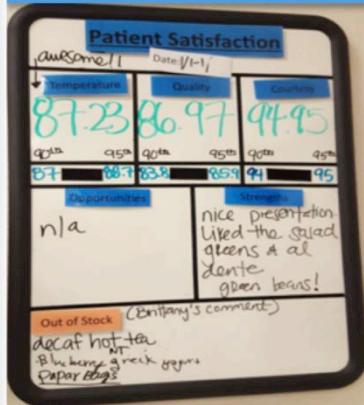Lean Transformation Summit 2017

Structure

- Daily stat sheets
- Daily huddles
- Visual management (MDI Board, PICK)
- Daily waste identification & elimination
- A3 thinking & countermeasure process
- Leadership standard work
- Monthly scorecard & performance tracking
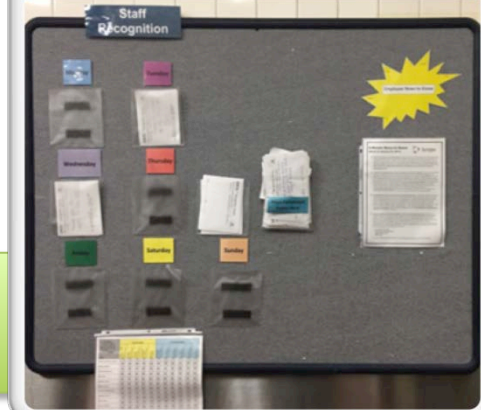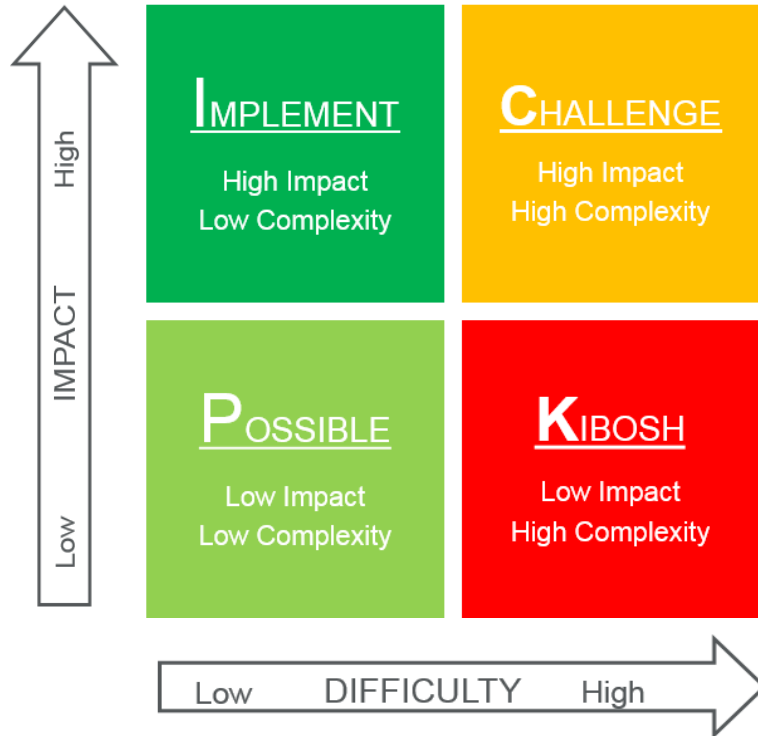
Some Tools We Use

PICK Board

IMPLEMENT High Impact Low Complexity	**C**HALLENGE High Impact High Complexity
POSSIBLE Low Impact Low Complexity	**K**IBOSH Low Impact High Complexity

IMPACT — High / Low

DIFFICULTY — Low / High
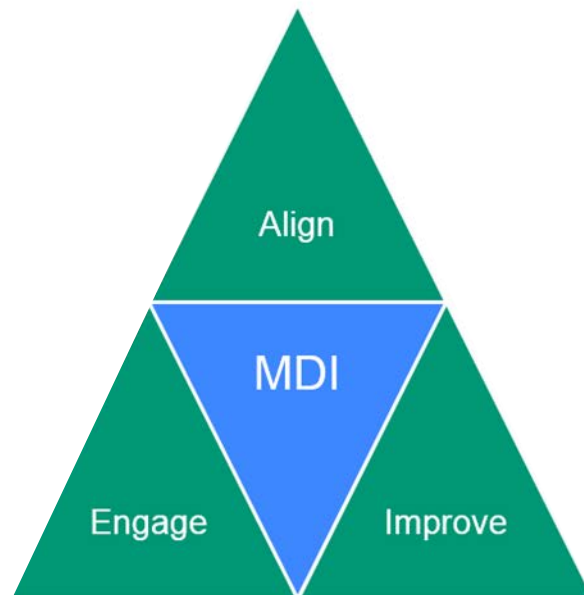
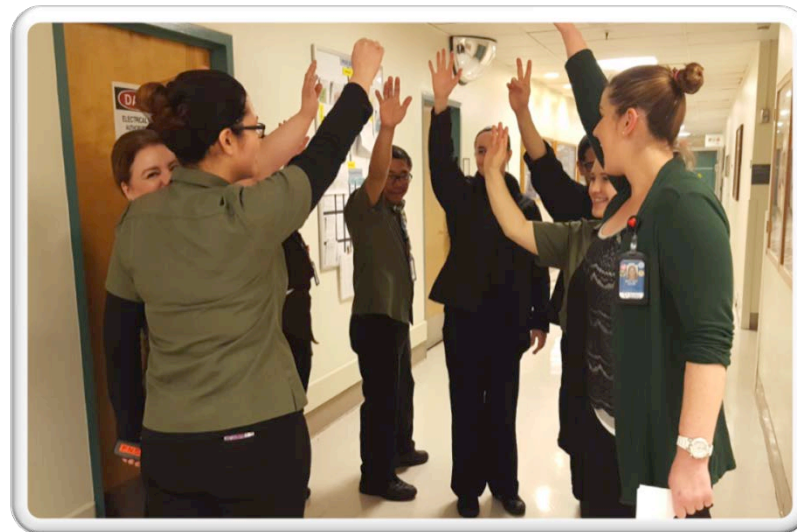To determine where the idea goes in the chart, ask:

-What is the IMPACT to your True North aims and your department?

-How DIFFICULT is it to implement the idea (people involved, time needed)?

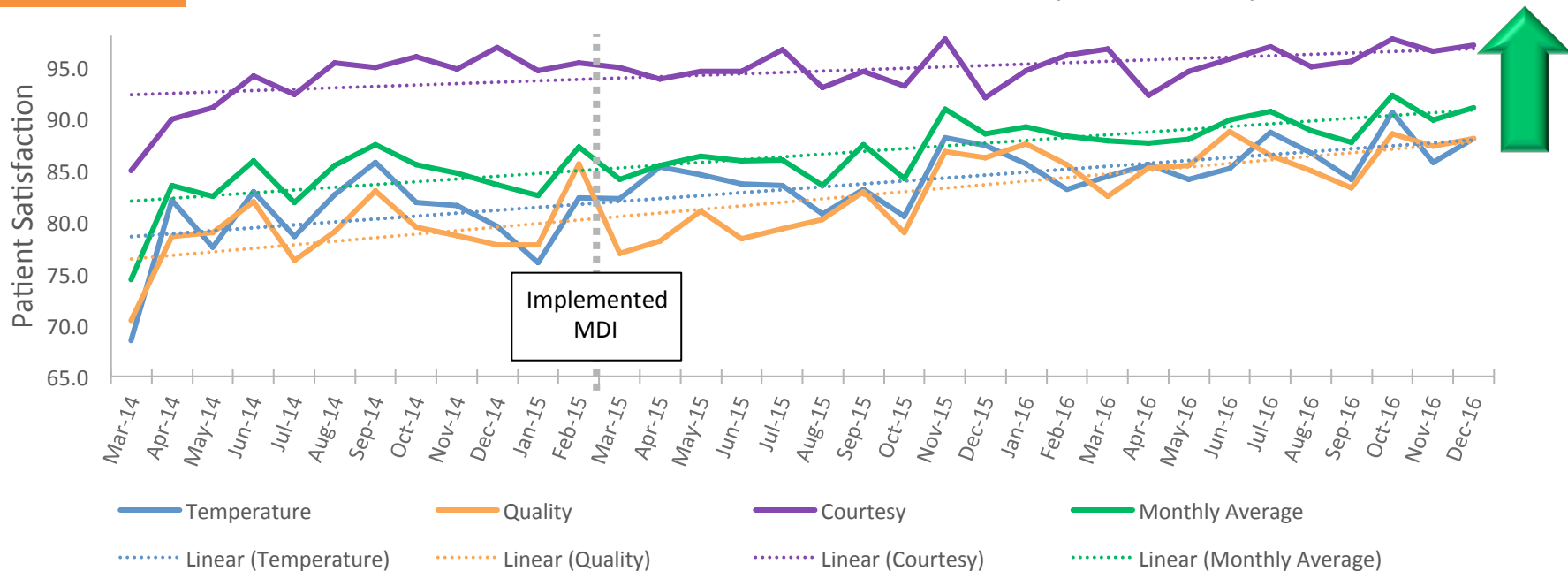Lean Transformation Summit 2017

Let's Practice

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Patient Satisfaction Data

Scripps

Respect

Food & Nutrition Services Patient Satisfaction (Raw Score)

Implemented MDI

Legend: Temperature — Quality — Courtesy — Monthly Average — Linear (Temperature) — Linear (Quality) — Linear (Courtesy) — Linear (Monthly Average)

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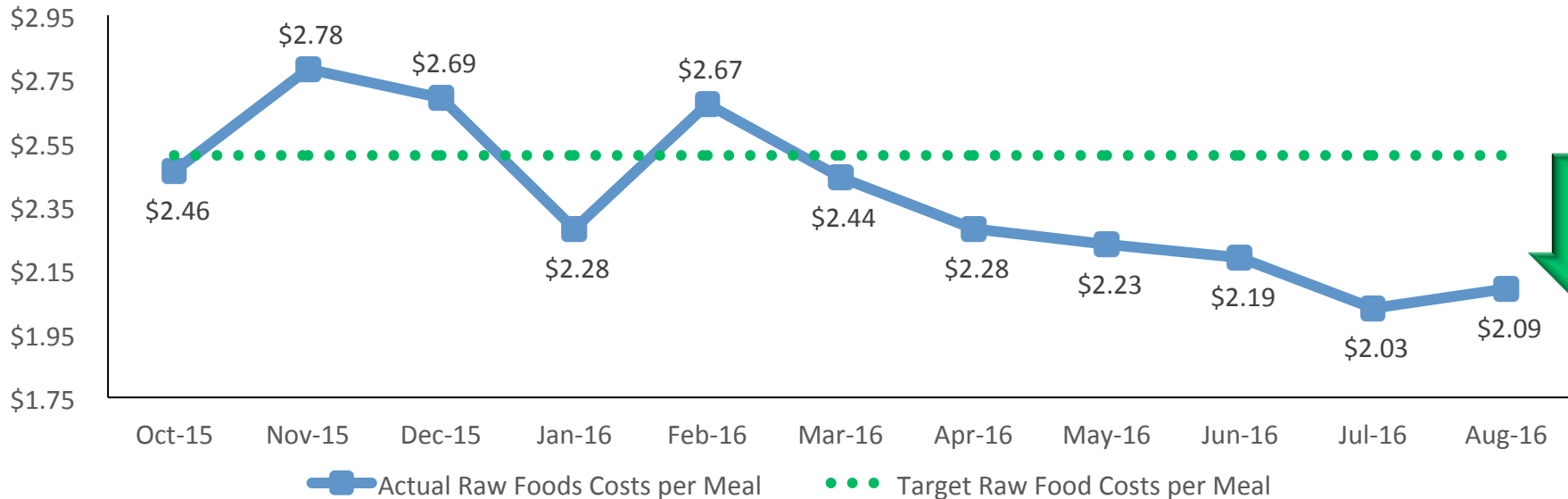# Out of Stock and Inventory Management
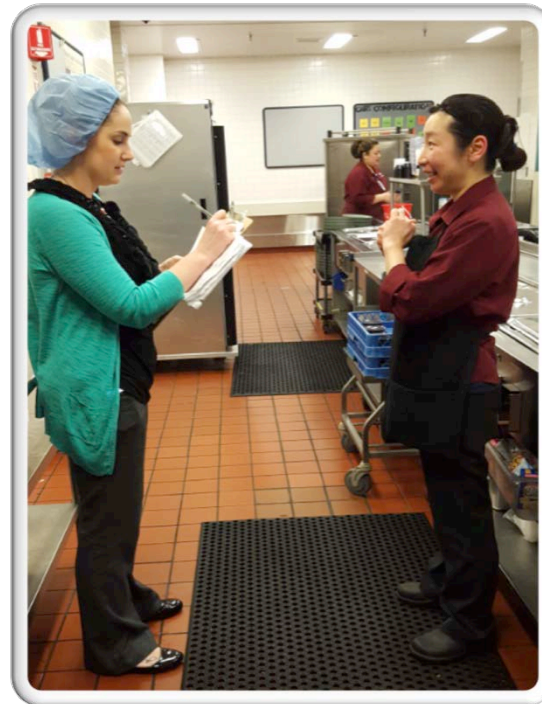
Reducing Waste and Food Costs

Funding Our Future

Raw Food Cost per Meal

If, we reduce waste, **then** we will maximize our every dollar spent and lower our raw food cost per meal.

- Oct-15: $2.46
- Nov-15: $2.78
- Dec-15: $2.69
- Jan-16: $2.28
- Feb-16: $2.67
- Mar-16: $2.44
- Apr-16: $2.28
- May-16: $2.23
- Jun-16: $2.19
- Jul-16: $2.03
- Aug-16: $2.09

Actual Raw Foods Costs per Meal   Target Raw Food Costs per Meal

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Coaching

- Of everything you have heard today, what causes you the greatest concern?

- What is preventing us from providing quality food?

- Who needs to be recognized today?

- What themes are you hearing from patients and customers?

- Give an example of a coaching moment in the last 24 hours.

Let's Practice

Stat Sheets Practice

- Break into groups of 3

- One person is the employee (food service, valet, front desk)

- One person is the supervisor asking questions

- One person is the observer looking for open ended and follow-up questions

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Reflection

- Leadership alignment
- Personal reflections/ learnings
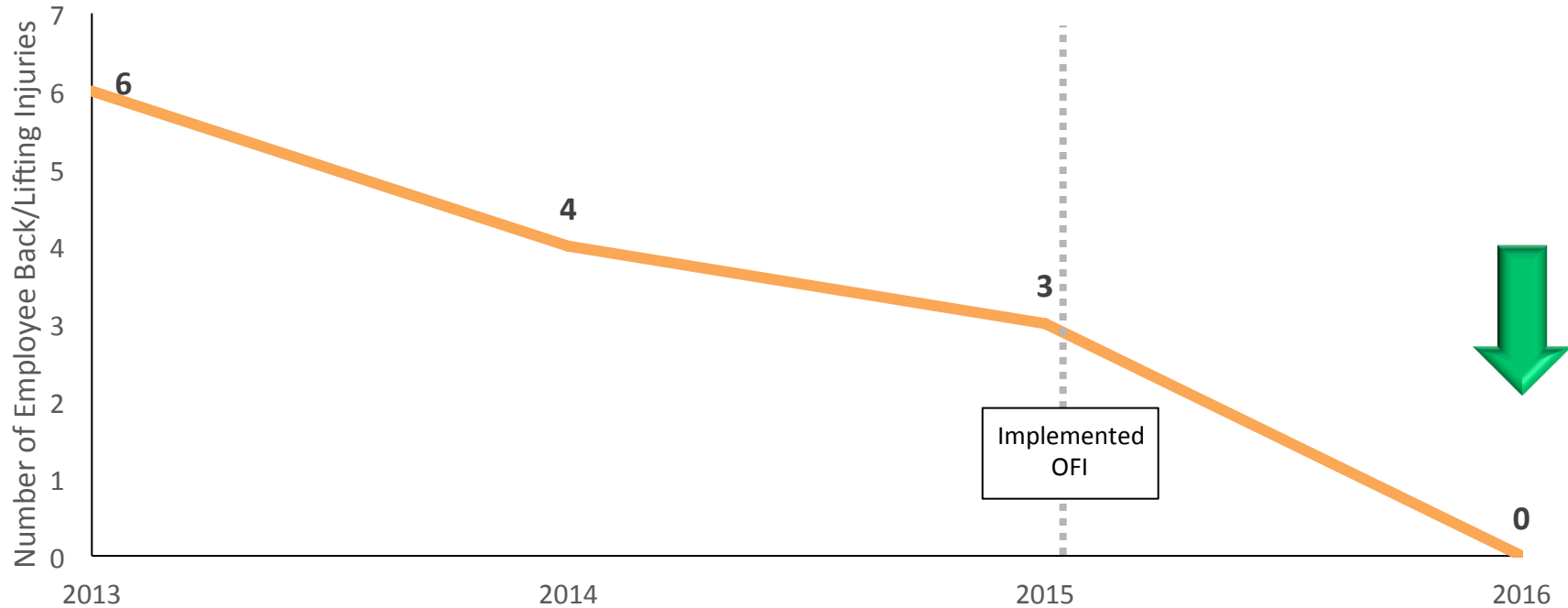- Established escalation criteria
- Communication norms

TRUST

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Innovation

- Group communication

- Team trust

- Comfortable with failure

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Reduced Lift Injuries

Respect

Employee Back/Lifting Injuries

Number of Employee Back/Lifting Injuries

6

4

3

Implemented OFI

0

2013   2014   2015   2016

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Patience

- No solving problems for 1 month initially

- Gather data, understand the problem

- Being willing to "Live into the answer"
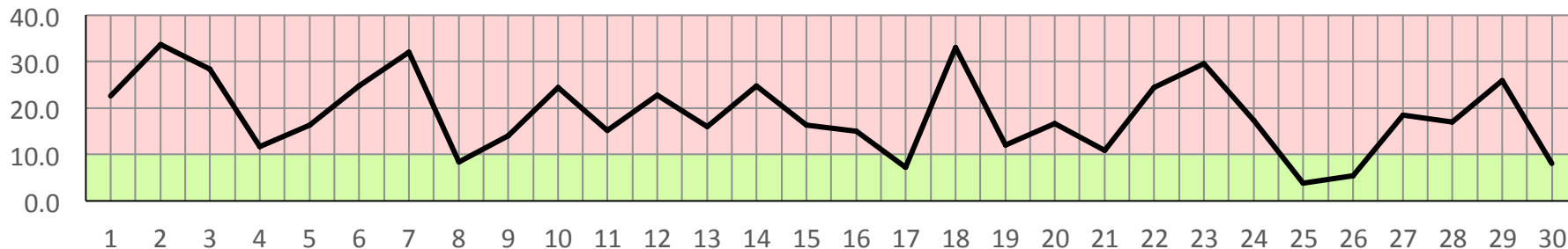
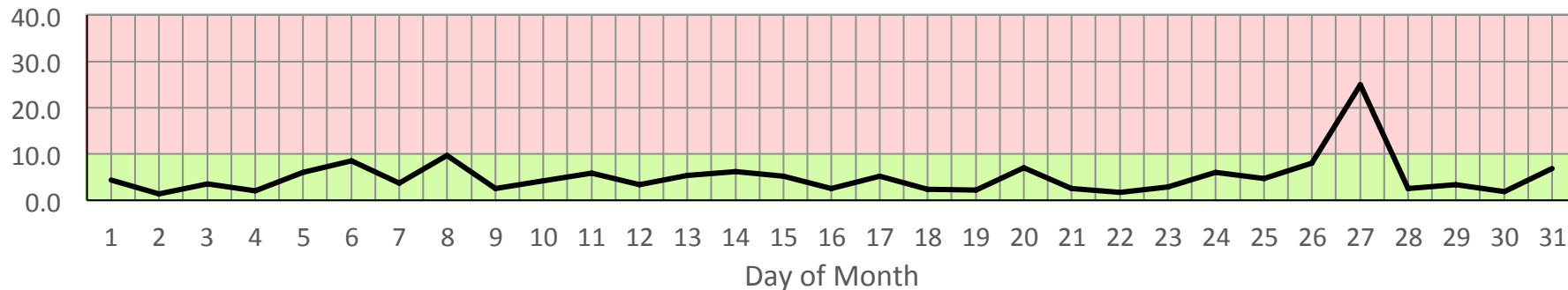Lean Transformation Summit 2017
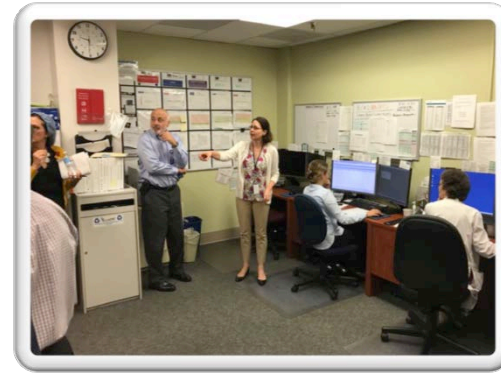
Reduced Call Abandonment

Respect

Percent of Call Abandonment June 2015 (Before MDI)

Goal: Less than 10%

Percent of Call Abandonment December 2016 (After MDI)

Day of Month

28

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- Be consistent
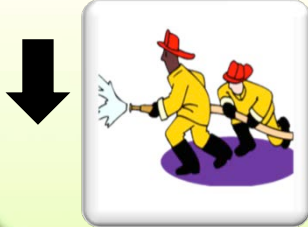
- No matter what – hold a huddle
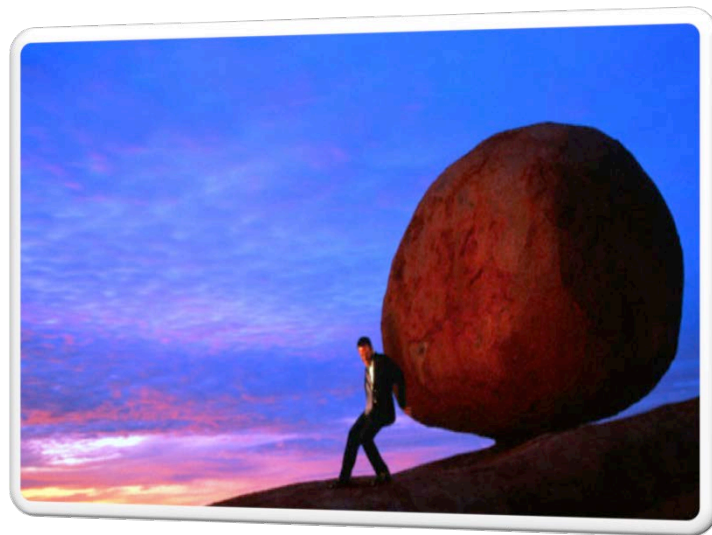
- Coaching sessions
- CNOE stat sheets
- CEO support
- Senior leadership rounding
- Organization wide communications articles
- Peer to peer recognition

What Else Is Different?

Fire Fighting

Better Solutions

Employees Speak Up

Interactions

Proactive Problem Solvers

Recognition

Trusting Environment

US!

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What's Next For Us?

- Continued learning

- Implementing automated cart movement – Robots

- Incorporating new leaders and staff

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Break into groups

Answer 2 questions on sticky notes

1. What has worked well for you and your team?
2. What are you challenged with?

What Questions Do You Have?

???

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