



# Standard Work: Mini-Kaizen Event

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# Objectives

- Be able to define Standard Work
- Understand when Standard Work applies
- Become familiar with Standard Work documents
- Learn how to maintain Standard Work efforts

# Imagine

- Knowing that you can get perfect results the first time, every time
- Working with less effort, risk and frustration
- Coming home less tired!

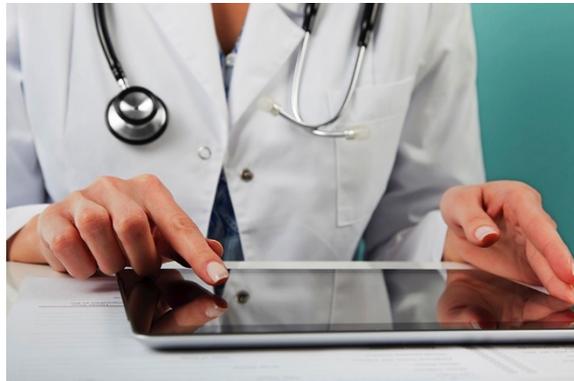
# What is Standard Work?

## Standard Work

*“The best known way to execute a process,  
used by every person every time”*

**Same best process = Consistently good results**

**STABLE  
PROCESS**



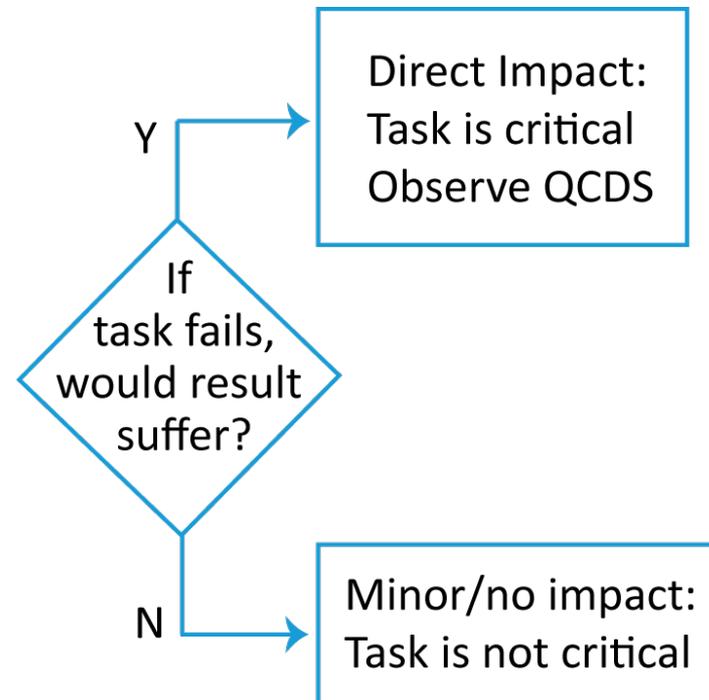
**PREDICTABILITY**

# When to Apply Standard Work

## Critical Tasks: Those that have a direct impact on Value

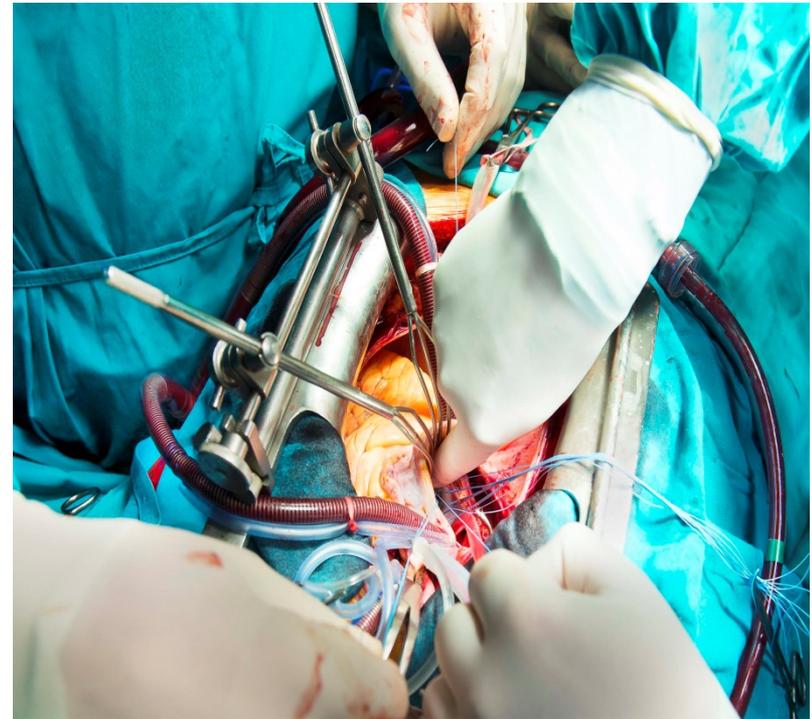
Hints:

- “This is what we’re paid for”
- “If you fail, you hurt someone”
- “This hits Patient Satisfaction”
- “Our quality could improve”
- “Sometimes we run out of time”
- “We need the right stuff”
- “Only this person can do it”



# Examples of *Critical Tasks*

- Performing a surgery
- Diagnosing and treatments
- Collecting Patient information
- Performing CPR
- Administering drugs
- Calculating invoice total
- Backing up a server

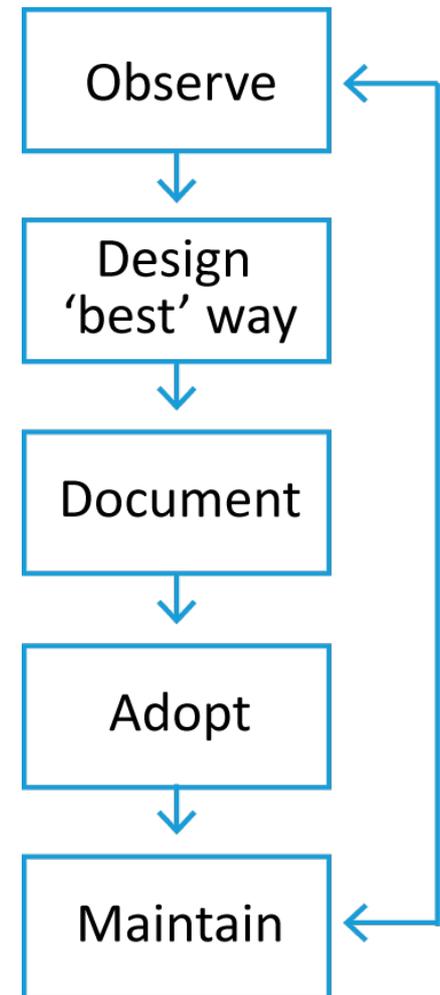


# Benefits of Standard Work

- Get perfect results the first time, every time
- Minimize effort, risk and variation
- Clarify method, accountability, expectations
- Preserve our best knowledge today
- Sets a baseline for improvement

# Implementing Standard Work

1. **Observe current process**
  - Establish baseline
2. **Design 'best' way**
  - Design process to meet customer requirements
3. **Document standard**
  - Capture and approve
4. **Adopt standard**
  - Train and support workers
5. **Maintain**
  - Keep monitoring; keep improving



# Step 1: Observing

## You need to understand:

### Customer Demand

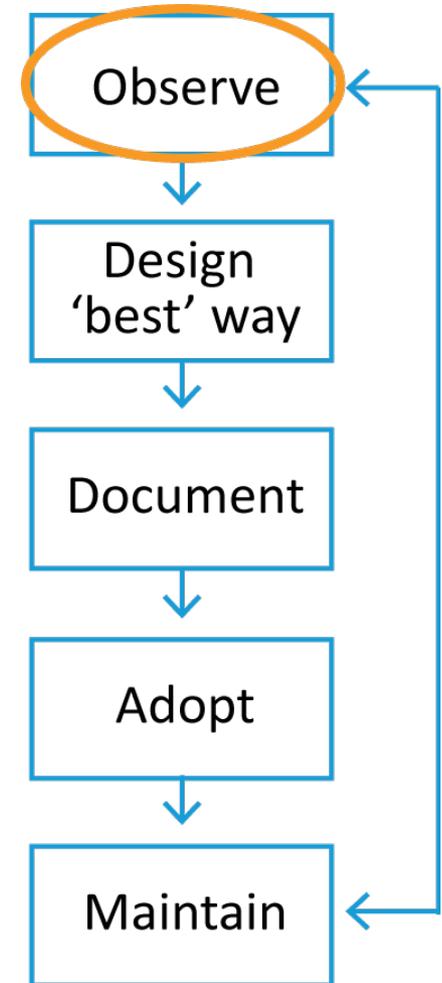
- What to do? How much? How often?

### •Deliverables

- How's our Quality? Timing? Safety?
- ...and, what should they be?

### •Process Today

- Process steps - what do we do?
- Process Capacity – what's the most we can do?
- People, time, materials, tools & equipment used
- Role of variation
- Documents, visual aids, manuals, etc.



## \* 8 Types of Waste... DOWNTIME

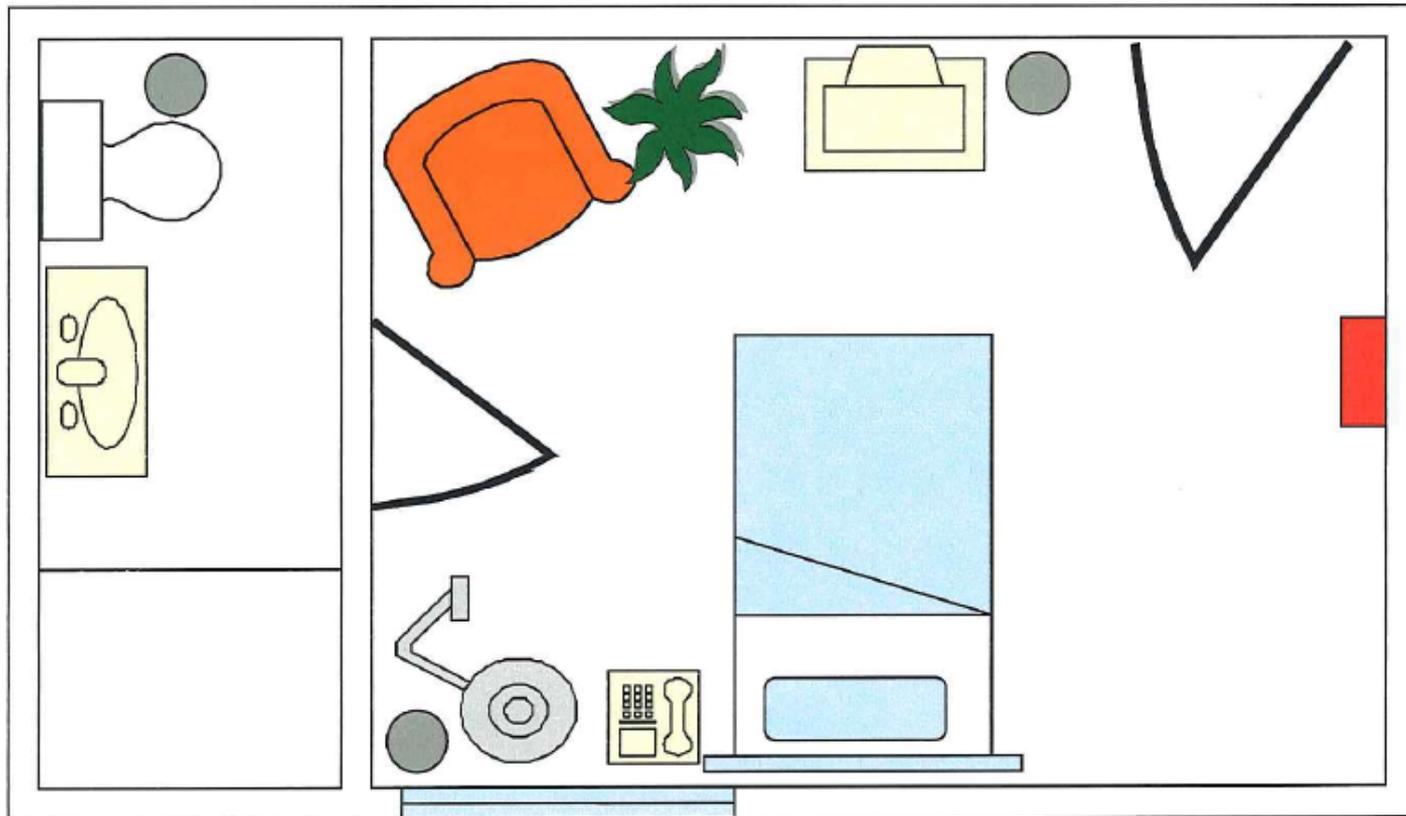
- D efects
- O verproduction
- W aiting
- N eglecting human potential
- T ransportation
- I nventory
- M otion
- E xcess processing

See the waste, understand it, then remove its cause

# Activity: Housekeeper Round 1

Follow the Environmental Service Tech:

- How many steps in the process as we know it today?
- What route does (s)he follow as we know it today?



# Step 2: Design “The Best Way”

What’s your definition of “best”?

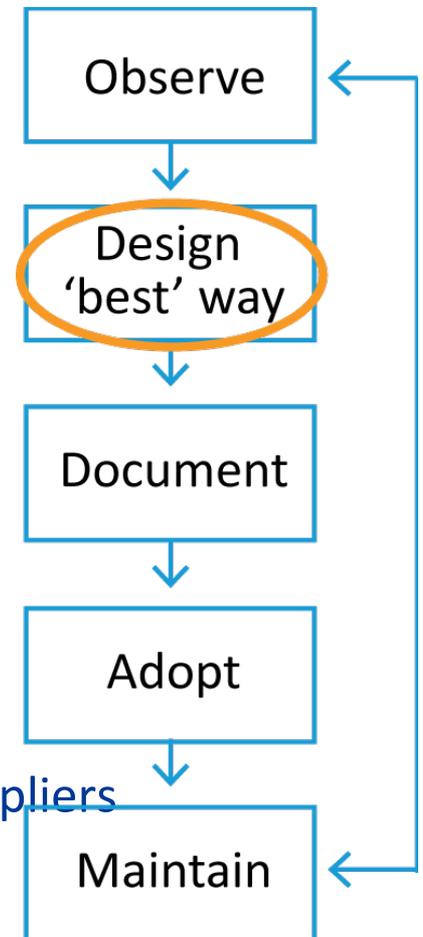
- Ask your customer
- QCDS (Quality, Cost, Delivery, Safety)
- Value Added/Non-VA, types of waste, look for variation

How deep will you go?

- How critical is your task?
- How much does your customer care?

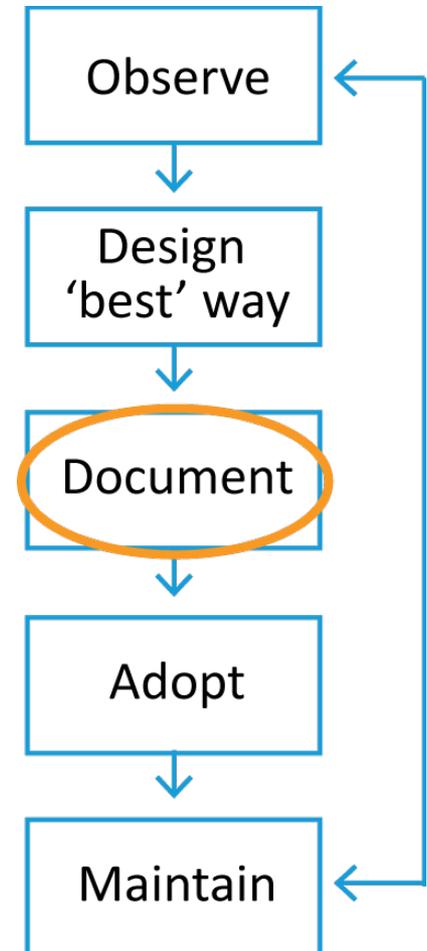
How to decide?

- Involve customers, the people who DO the process & suppliers
- Avoid paralysis by analysis

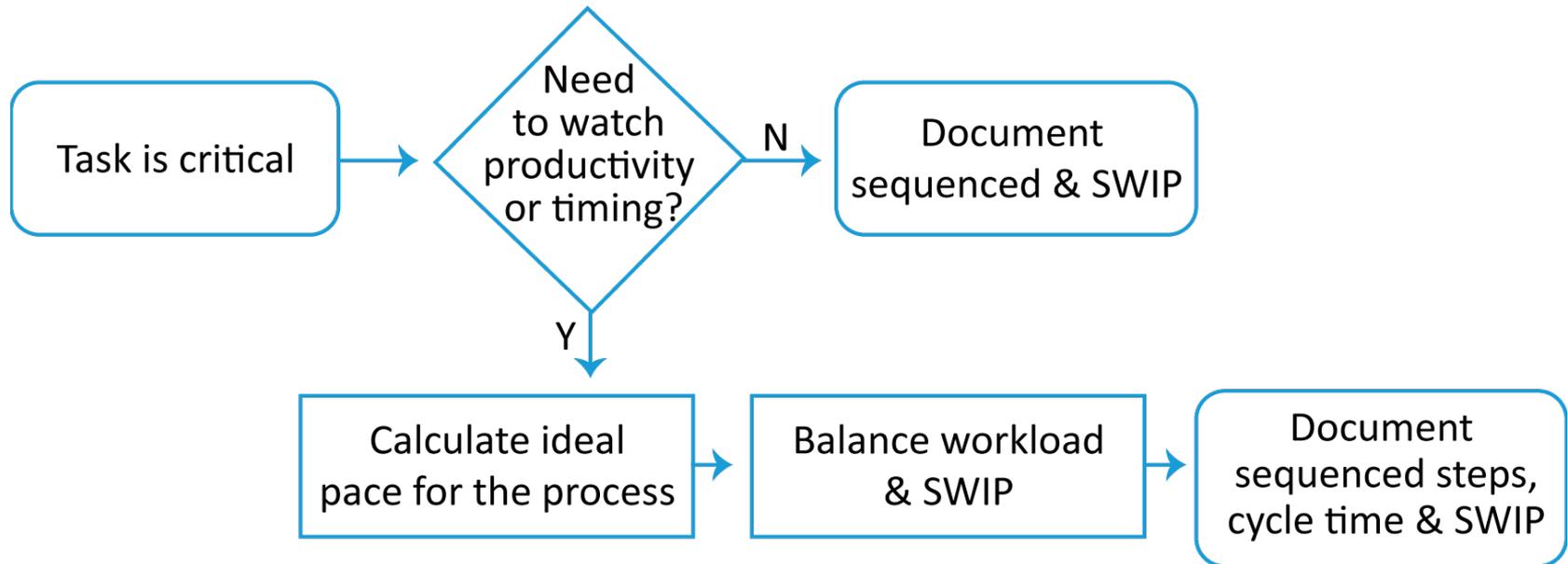


# Step 3: Document

- Tailor your approach
  - Adapt to audience
  - More detail = less margin for variation
- Get standard approved
- Identify and procure proper tools, materials & conditions
- Decide how you'll **control** documentation



# Documenting the Best Way

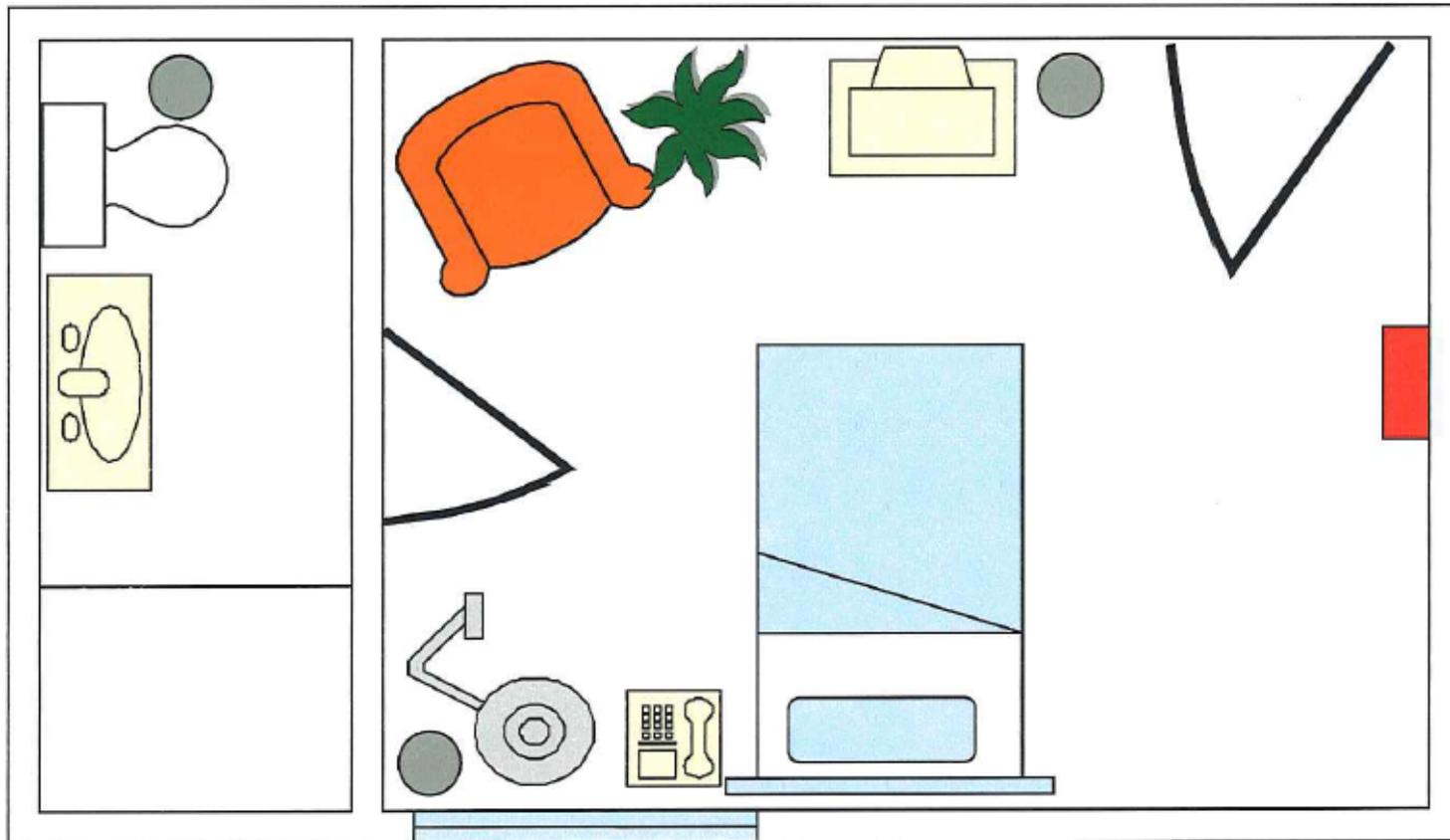


- More critical a task = more detail we need
- Basic document lists steps
- Advanced documents distribute workload and signal time

# Basic Standard Work

- Header: Identify job, document, area
- Body: Steps, in sequence. Depending on how critical each step is, include:
  - Why is step important?
  - Detail – how to do it?
  - Key points: What makes or breaks QCDS?
  - “Tricks” or “knacks”
  - Materials, tools, machines
  - Pictures, diagrams, references

# Activity: Standard Work for a process



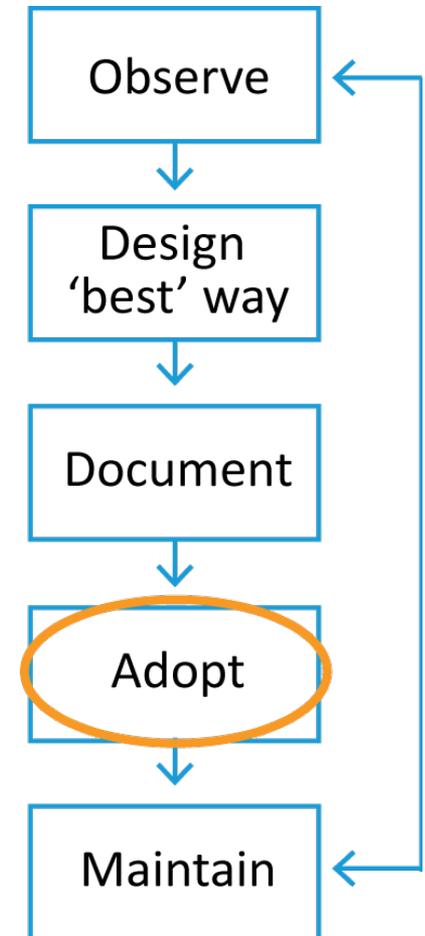
# Step 4: Adopt

Can workers....

- Understand and accept the new way?
- Explain overall steps?
- Follow the new standard sequence?
- Quality for a “good job” every time?

This is a time to:

- Verify that training is effective
- Debug, clarify and expand – get feedback from users
- Get adequate materials, tools and working conditions



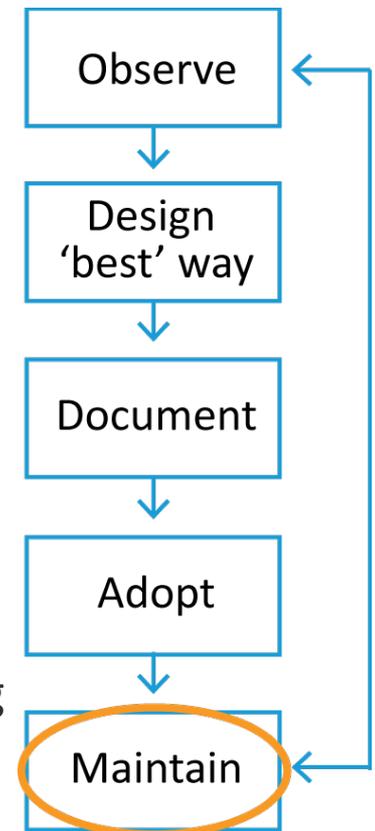
“If you think of ‘standardization’ as the best you know today but which is to be improved tomorrow – you get somewhere. But if you think of standards as confining then progress stops”

-Jeffrey Liker  
Author, The Toyota Way

# Step 5: Maintain

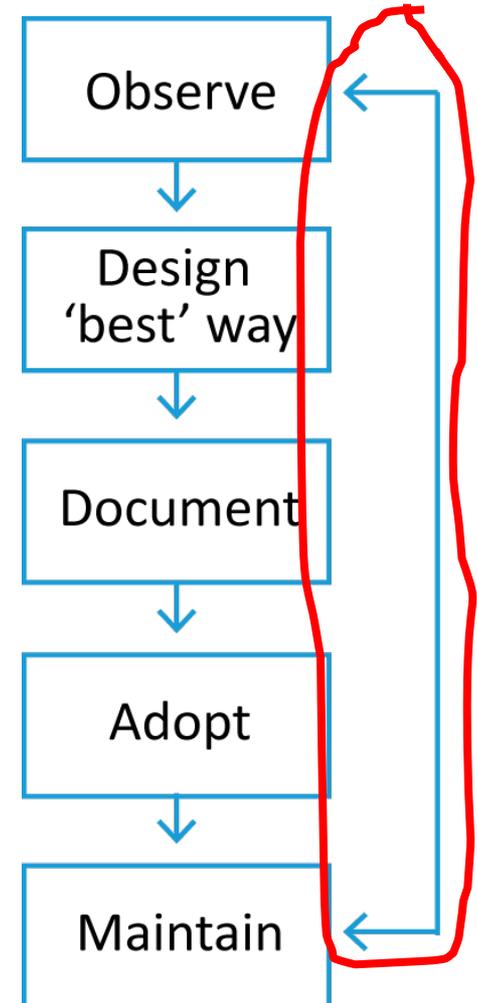
Plan and execute transition:

- Post documentation
- Who (leaders) responsible for **controlling** Standard Work?
  - Updating documents
    - Audit, observe, inquire, follow-up
    - Understand and address deviations on the spot
    - Solving problems demonstrates commitment
  - Training – e.g., refresh, new team members, cross-training
  - Enabling resources to maintain a high-performance area
- How will we measure effectiveness?



# Closing the Loop

1. Visit the process
  - Standard Work documents, your allies
  - Spend time, observe, ask questions
  - Engage users in dialog
2. Leaders: Understand & address deviations on the spot
  - What happens if you don't?
3. Help Team conduct regular experiments and improvements
4. Research new breakthroughs and outside conditions



# A World Using Standard Work

- **Process are stable, predictable**
  - Controlled, consistent process
  - Adequate tools, materials and work conditions
- **Problems surface**
  - Richer data
  - Simpler Root Cause analysis, faster process to solution
  - “We solve problems once!”
  - Leadership is forced to act on chronic issues
- **Baseline for improvement**
  - Empowers Workers to contribute ideas
  - Promotes challenging

“ Where there is no standard, there can  
be no improvement”

Taiichi Ohno  
Toyota Motor Company

# Next Steps

- Identify a critical task in your organization
- Observe – Go to the Gemba
- Identify customer requirements
- Design the “best way”
- Develop Standard Work documents
- Adopt
- Maintain

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