



# ED PIP: Diagnostic Phase

## Detailed Overview

# Team Capability Assessment – Overview

<b>Outcome</b>	<ul style="list-style-type: none"> <li>For both your improvement team and your hospital’s staff in general, the capability and preparedness with regards to implementing Lean techniques is known</li> </ul>
<b>Definition: ‘What is it?’</b>	<ul style="list-style-type: none"> <li>The Guide for Determining Lean Knowledge-base is an appraisal of your improvement team’s and the hospital’s wider staff population’s experience and capability with regards to implementing Lean / process improvement methodologies</li> </ul>
<b>Objectives: ‘What is it used for?’</b>	<ul style="list-style-type: none"> <li>This guide is used during the planning stages of your improvement work to help assess your hospital’s readiness and capabilities for quality improvement work</li> </ul>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>Ability to make better decisions to focus training and education where it’s most needed</li> </ul>
<b>When to use</b>	<ul style="list-style-type: none"> <li>During the beginning of the diagnostic phase</li> </ul>

**Tip for integrating Lean principles into healthcare:**

- Part of successfully implementing Lean in healthcare is adopting common language that may have originated in manufacturing and internalizing how it is used in a healthcare environment*
- Implementing improvements can be challenging no matter who you are. Typically, capabilities of implementing lean improvements will vary. A tool to assess lean capabilities will help drive continuous capabilities to deliver lean improvement work*

# It's important to look at capabilities of the individuals on the team in a balanced way with the capabilities of the team as a whole

## Individual Capability Assessment

Capability Category	Low	Med	High
<b>Experience</b> with Lean and QI-related processes			
<b>Process Knowledge</b>			
<b>Facilitation/Communication</b>			
<b>Project Management</b>			
<b>Data Analytics</b> Improvement based on data			

## Team Capability Assessment

Capability Category	Low	Med	High
<b>Experience</b> To what extent has the ED PIP team engaged in Quality Improvement and/or Lean methodologies prior to now?			
<b>Process Knowledge</b> To what extent does the ED PIP team have staff (nursing, admitting, housekeeping, portering, etc) and physician representation from across the overall ED-GIM patient flow process?			
<b>Facilitation/Communication</b> To what extent does the ED PIP team have experience/skills in facilitating and communicating change ideas to various stakeholders?			
<b>Project Management</b> To what extent does the ED PIP team have the skills necessary to manage a project on schedule, on budget, and in scope following project management principles ?			
<b>Data Analytics</b> To what extent are those in the improvement team able to analyze data and use it to drive decisions in the improvement process?			

## Determine any necessary interventions

- Depending on your team's scores, interventions may be necessary to sustain efforts in the ED PIP program
- If your team's scores are low in one area, below are two primary interventions that you may choose to do. Which intervention you choose will depend on:
  - Available budget
  - Available resources
  - The difficulty of learning the skill

### TIPS

- If your score is very low in one area, rather than building up competencies within your team in that area, it may be more beneficial and practical to bring in someone else to the team who is strong in that area
- This will depend on the difficulty of acquiring a skill (e.g.: learning about the 8-wastes is relatively easy compared to becoming an expert in Excel)

# Example: How to Score the Team Capability Assessment

Capability Category	Low	Med	High
<b>Experience</b> with Lean and QI-related processes	<ul style="list-style-type: none"> <li>Team has very little experience and/or knowledge of tools</li> </ul>	<ul style="list-style-type: none"> <li>Team members have some experience on some tools (e.g. value stream mapping, 5 Why's, 8 Wastes)</li> </ul>	<ul style="list-style-type: none"> <li>Team has excellent experience and high competence with many process improvement tools</li> </ul>
<b>Process Knowledge</b>	<ul style="list-style-type: none"> <li>Team has representation from few of the functional areas of project focus (where the patients flow)</li> </ul>	<ul style="list-style-type: none"> <li>Team has representation from some, but not all, functional areas of project focus (where the patients flow)</li> </ul>	<ul style="list-style-type: none"> <li>Team has representation and full commitment to the team from all functional areas of project focus (From ED-GIM)</li> </ul>
<b>Facilitation/Communication</b>	<ul style="list-style-type: none"> <li>Can communicate as a team member</li> <li>No facilitation experience</li> </ul>	<ul style="list-style-type: none"> <li>Perceived as a good communicator</li> <li>Has led small work groups</li> </ul>	<ul style="list-style-type: none"> <li>Has facilitated hospital-wide committees</li> <li>Recognized among peers as a good communicator</li> <li>Skilled at giving and receiving feedback</li> </ul>
<b>Project Management</b>	<ul style="list-style-type: none"> <li>No knowledge of project management techniques</li> <li>Has led informal projects without clear project plans</li> </ul>	<ul style="list-style-type: none"> <li>Some experience with parts of project management tools, e.g. one of: budget, schedule, scope</li> </ul>	<ul style="list-style-type: none"> <li>Experience with all three aspects of project management (budget, schedule, scope)</li> <li>e.g. implemented a \$50,000 technology change in a department on schedule</li> </ul>
<b>Data Analytics</b> Improvement based on data	<ul style="list-style-type: none"> <li>Team is not proficient in Excel and data analysis techniques</li> </ul>	<ul style="list-style-type: none"> <li>Team has some experience with data analysis</li> </ul>	<ul style="list-style-type: none"> <li>Has expertise with Excel or another spreadsheet program and can manipulate and analyze data that can be used to make decisions</li> </ul>