**ANNUAL LEAN PROGRAMME 2018-2019**

**[PRACTICE NAME]**

**I. Introduction**

The following programme outlines the Lean initiatives that the practice with the support of the HCH team will undertake. In many cases the initiatives have already been laid out in the HCH implementation plan, but in some circumstances practices have added more to increase their Lean experiences and deepen their knowledge and application of continuous improvement.

Each practice may be implementing initiatives at different times, according to their priorities or appetite. The goal is that all practices will be able to implement, measure and see a reduction in waste. The Lean maturity matrix is what the HCH team and the practice team will use to gauge the maturity of Lean ie; beginning steps, to progress, to sustained continuous improvement.

This programme supports practices and the HCH team to work together to achieve implementing and sustaining continuous improvement. This programme will be reviewed quarterly.

**II. Main themes of activity for Year One practices**

Below is a framework showing Lean tools and examples. Year One practices typically implement the areas in GREEN as these best supports the foundation of Lean thinking. Practices may choose more than one focus area.

|  |  |  |
| --- | --- | --- |
| Lean Tool | Focus Areas | 2018-2019 chosen Focus areas by the practice are: |
| **Workplace Organisation** *5S* | * **5S events (facility and electronic filing systems)**
* **Huddles**
* Flow initiatives
 | * a
* b
* c
 |
| **Visual Workplace** *Visual management, standardisation* | * **Team Boards**
* **One Point Lessons**
* Checklists
* Flow charts
* **Stock and inventory areas labelled**
* Kanban
 | * a
* b
* c
 |
| **Continuous Improvement**  | * **Process mapping workshops (the value-stream)**
* **Lean Teams**
* Professional development opportunities/initiatives
* **Attendance at HCH Lean Peer reviews**
* Suggestion Boxes/Ideas Boards
* Daily Lean, Project Lean and Lean Culture improvement
 | * a
* b
* c
 |
| **Lean Leadership**  | * Standard Leader questions
* Professional development opportunities
* **Attendance at HCH Lean Peer reviews**
* Gemba walks/Rounding
* **Full staff training for the practice staff**
 | * a
* b
* c
 |
| **Structured Problem Solving***Plan Do Check Act*  | * **Training/Workshops**
* Implementation of Root cause analysis
* Tracking and measuring and feeding back of PDCA cycle
 | * a
* b
* c
 |

**III. Main themes of activity for Year Two practices**

In Year Two practices are focussing on deepening their understanding of an area by; making better improvements, full implementation and embedding the tool as business as usual. Year Two practices should also be focussed on including 1-2 process mapping workshops to develop their Lean maturity journey.

|  |  |  |
| --- | --- | --- |
| Lean Tool | Focus Areas | 2018-2019 new or continued Focus areas by the practice are: |
| **Workplace Organisation** *5S* | * 5S events (facility and electronic filing systems)
* Huddles
* Flow initiatives
 | * a
* b
* c
 |
| **Visual Workplace** *Visual management, standardisation* | * Team Boards
* One Point Lessons
* Checklists
* Flow charts
* Stock and inventory areas labelled
* Kanban
 | * a
* b
* c
 |
| **Continuous Improvement**  | * Process mapping workshops (the value-stream)
* Lean Teams
* Professional development opportunities/initiatives
* Attendance at HCH Lean Peer reviews
* Suggestion Boxes/Ideas Boards
* Daily Lean, Project Lean and Lean Culture improvement
 | * a
* b
* c
 |
| **Lean Leadership**  | * Standard Leader questions
* Professional development opportunities
* Attendance at HCH Lean Peer reviews
* Gemba walks/Rounding
* Full staff training for the practice staff
 | * a
* b
* c
 |
| **Structured Problem Solving***Plan Do Check Act*  | * Training/Workshops
* Implementation of Root cause analysis
* Tracking and measuring and feeding back of PDCA cycle
 | * a
* b
* c
 |

**IV. Appendix**

1. Lean Maturity Matrix Table

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Practice:** | **Version 1.0**  | **Assessor:** |   |   |
| **Date:** |  |  |
|  | **1** | **2** | **3** | **4** | Rating | Comments |
| Workplace organisation (eg: 5S, Stand, VM, OPLs)  | Some evidence that SOME storage and work areas have been sorted. Still clutter, unused, surplus or defective items and documentation. | Some evidence that MOST storage & work areas have been sorted. Still some unnecessary items & documents. | Good evidence that ALL storage and work areas have been sorted and organised in a user-friendly manner. | Strong evidence that ALL storage & work areas are sustained in an orderly manner by everyone. Good information flow. |   |   |
| Some evidence of mapped areas for SOME equipment, materials, processes & information. | Some indications of mapped areas for MOST equipment, materials, processes & information. | Good indications of mapped areas for ALL equipment, materials, processes & information. | Good indications that mapped areas for ALL equipment, materials, processes & information are sustained by everyone. |   |   |
| Visual workplace (eg team boards, VM, stand-ups, stand, engagement) | Regular meeting timeslot, informal ad hoc agenda. Often not starting on time, running overtime and everyone not present. Informal minutes and action plans. | Regular meeting timeslot, standard agenda. Mostly starting on time, finishing on time and most required participants present. Good standard minutes and actions shared. | Short stand-up meeting around a team board, fixed timeslot & agenda. On-time & strong attendance. Some duplication communication eliminated. Clear Action & status tracking. | Short stand-up meeting around a team board, fixed timeslot & agenda. On-time & strong attendance. MOST duplication communication eliminated. IMMEDIATE Action & status tracking. |   |   |
| Some visual tools are used to display information & performance but the information is not complete or kept up-to-date.  | Functional area display their own performance and status. Information tailored to individual areas. Mostly complete and up-to-date. | Good integration & flow between functional areas. Information maintained by team members. | Visual tools used practice-wide to quickly note problems and take immediate corrective action. |   |   |
| Continuous Improvement (eg training, engagement, teamwork)  | Improvement projects almost exclusively done by leaders or management. Some resistance, barriers to change.  | MOST team members have been trained in lean basics. Some barriers remain. | ALL team members have been trained in lean basics and are involved in implementation. All barriers are recognised and are being mitigated. | DAILY Kaizen is lived by everyone everywhere, every day. |   |   |
| Lean Leadership (eg compulsory agenda item, included in all forums, gemba walks) | Management recognises the value of Lean | Management verbally promotes the value of Lean and demonstrates this commitment by empowering the team to learn and implement Lean. | Management visibly leads Lean by example and makes an effort to participate. | Management visibly leads Lean by example and makes an effort to participate, reward and to incorporate Lean into their strategy. |   |   |
| Structured Problem Solving (eg PDCA) | Problems are only noticed reactively. Some root cause analysis. Fire-fighting and superficial fixes lead to recurring problems.  | Problem solving methods are SOMETIMES used.  | Problem solving methods are standardised. Resolved by local teams. Corrective actions are sustained. | Proactive. Problems anticipated and corrective action applied as a preventive measure by everyone. |   |   |

The HCH Lean Maturity Matrix – this is used to gauge where a practice may start at and progress to. It is used in discussion with practice staff to encourage progress, allocate resource, identify areas that need more support and support the continuous improvement journey. Practices are scored monthly. A practice score may not chnage from month to month, but will change over time and according to their Lean programme.