



STANFORD
HOSPITAL & CLINICS

Stanford University Medical Center

Active Daily Management

Stanford Coordinated Care

Goals and Objectives

- ▶ What is Active Daily Management?
- ▶ What is Stopping The Line?
- ▶ Huddles – samples
- ▶ Visibility wall – sample
- ▶ Daily Gemba Rounds – standard work

Active Daily Management

- ▶ To deliver the standard of care our patients deserve, real and potential barriers to the care delivery process must be identified and anticipated
- ▶ Active Daily Management gives leaders the time to work with our teams to solve problems, and the ability to escalate problems as necessary
- ▶ Ensure that our standard work is being followed for C-I-CARE, and that there is time to check on other standard work that has been put in place
- ▶ Standard calendars were implemented to allow for Active Daily Management

What's the Difference?

Management by Objective	Lean-Based Management
Focus is on the outcome	Focus on the process and the outcome
Retrospective view	Retrospective and prospective view
Individual focused for causes -> blame	Process focused for cause
Top down decision making	Guided and distributed leadership
Leader is authority	Leader is teacher and facilitator of improvement—the predictor of success
Focus on product/service produced	Focus is on the engagement of the people producing the product or service
Short term focused	Long term focus
Looking for “silver bullet”	Winning through many small improvements
Problems are problems	No problems are a problem
Trying to “cut and paste” benchmarks	You are your own benchmark

What is Stopping the Line?

- Teams halt workflows, operations, and daily standard work to discuss identified pain point or defect in the flow or system
- Anyone on the team can stop the line and can happen at anytime
- Team tries to understand and extent of problem and then offers solutions to test rapidly and check in again with one another

Standard Huddle Sheet - Sample

[Enter Clinic Name]					
Date:			Facilitator:		
HUDDLE AGENDA					
1. Welcome / Introductions (1 Minute)					
<i>Introductions, Recognition, & Celebration</i>					
<ul style="list-style-type: none"> • _____ • _____ 					
<i>Opportunities for improvement</i>					
<ul style="list-style-type: none"> • _____ • _____ 					
2. Today: Daily Flow (2 Minutes)					Status/Escalate?
<i>Daily Status: Census</i>					
• # patients scheduled: _____				●	●
• # new patients scheduled: _____				●	●
• # open slots/rooms available today _____				●	●
• # no-shows yesterday _____				●	●
<i>Daily Status: Staffing (including assignments for 2-patient identifiers, C-I-CARE rounds, EverReady checklist, etc.)</i>					
• _____				●	●
• _____				●	●
• _____				●	●
• _____				●	●
3. Topic of the Day (2 Minutes)					Status/Escalate?
Monday	Tuesday	Wednesday	Thursday	Friday	
Quality/Safety	Access	Business Ops	Quality/Safety	Service	
• _____				●	●
• _____				●	●
• _____				●	●
4. Announcements (1 Minute)					Status/Escalate?
<ul style="list-style-type: none"> • _____ • _____ • _____ • _____ 					
<i>C-I-CARE Readiness</i>					
• _____				●	●
<i>Status Check on A3s/ Action Plans</i>					
• _____				●	●

Manager Huddle Sheet - Sample

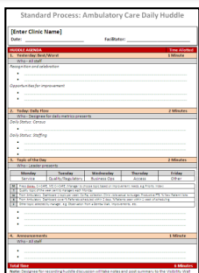
Manager/ ACM	Clinic	Total	New Patient s	Slots Open	Slots on hold	Patient s seen yesterd ay	Unused Slots Yesterd ay	No Shows	# CRM > 1 Busine ss Day	# MHO > 1 Business Day	Escalations (or embedded Specialty numbers)
	SCC										

Team Board -- Standard Visibility Wall

Ambulatory Care Dashboard (monthly)	Status	Outcome Measure	In-Process Measure(s)	Counter-Measures
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Huddle Summary
(daily)





C-I-CARE Recognition

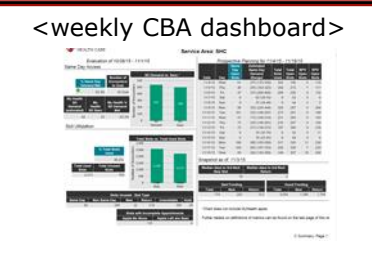


EverReady Checklist
(posted by noon daily)



Access
Prim Care:
92% same day demand met



Measure: Same day available slots/previous day no-shows

	MON	TUES	WED	THURS	FRI
Author:					
Author:					
Author:					
Author:					

4 Steps of A3 Thinking: The Simple A3



1. What is the gap? (Target - Actual = Gap) 2. What are the "root" causes of the gap?

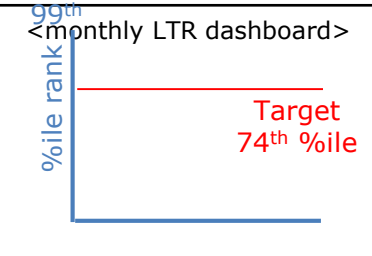
3. Based on data, what are the causes in order of importance?

4. Which countermeasures will address the most important causes?

Countermeasure	When	By Whom	How

Service
74th %ile LTR



Measure: MyHealth Messages > 1 business day

	MON	TUES	WED	THURS	FRI
Author:					
Author:					
Author:					
Author:					

4 Steps of A3 Thinking: The Simple A3



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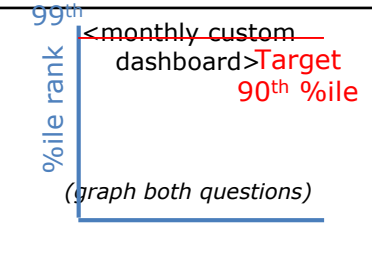
3. Based on data, what are the causes in order of importance?

4. Which countermeasures will address the most important causes?

Countermeasure	When	By Whom	How

Service
90th %ile Courtesy of Registration Staff <AND> Friendliness of RN/Asst



Measure: CRMs > 1 business day

	MON	TUES	WED	THURS	FRI
Author:					
Author:					
Author:					
Author:					

4 Steps of A3 Thinking: The Simple A3

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3. Based on data, what are the causes in order of importance?

4. Which countermeasures will address the most important causes?

Countermeasure	When	By Whom	How

Quality
Population Health metrics at target



Measure: HMDue Audits

	MON	TUES	WED	THURS	FRI
Author:					
Author:					
Author:					
Author:					

4 Steps of A3 Thinking: The Simple A3



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Countermeasure	When	By Whom	How

People
0 Employee Injuries

Days since last injury (starting July 1st, 2015)

Days

Measure: <clinic-specific depending on outcome measure and A3>

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