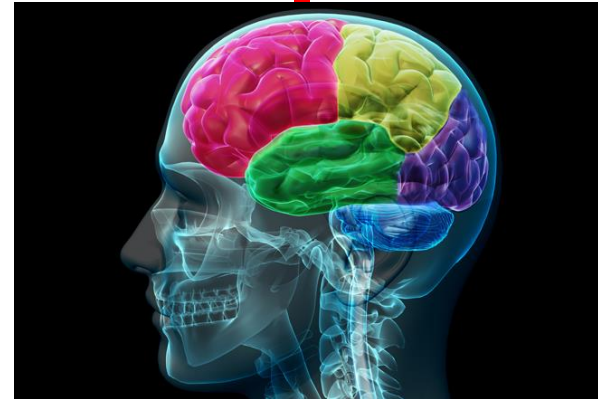


Everyone has 2 jobs in a



C/I Culture:

**Do
Work**



Respect for the Worker:

Create systems that allow people to be engaged and to take "JOY" in-their-work w. Edwards Deming.

Idea Boards: Managing for Daily Improvement



- **Purpose:** “Making Improvement Continuous”
 - Capitalize on the creative muscle of all staff (especially Millennials).
 - Give all employees a structured vehicle to take “Joy” in their work.

- **Scope:** 100% engagement in Problem-Solving at all levels:

Front-Line	Clinicians
Mid-Managers	Senior Staff

- **Goals:** Behavior change: Everybody, everyday:
 - Smash the perceptions that “problem-solving” and “idea generation” are below me.
 - Engagement in improvements can be easy.

- **Approach:** Make the mundane important; challenge assumptions:
 - Steal from local Idea Generation Programs: Raytheon, Gemline, Umass Medical.
 - “Show Respect”: Huddles are their “sacred time” & challenge their creativity.
 - Make it fun: instill a sandbox environment.
 - Lead by example: Support Problem-Solving through Leaders Standard Work:
 - Senior Staff Huddles 3X per week.
 - Recognize team activity and innovations at the Gemba.
 - Build a conduit to escalate & respond to Andons immediately.

- **Results:** 24 “Problem-Solving Boards” active today:
 - 84% of staff enjoy Huddling to discuss problems and ideas.
 - 1.28 ideas per employee per week = 115 ideas per week = 1400 ideas per year.



**UMassMemorial
Health Care**

Learning Links on this topic



- “*Ideas are Free*” (Alan Robinson)
 - <http://idea-driven.com/>
- “*Creativity Inc. – Using Deming’s Ideas at Pixar*” (Deming Institute)
 - <https://blog.deming.org/2015/03/creativity-inc-using-demings-ideas-at-pixar/>
- “*Managing an Idea System*” Harvard Longwood & UMass Memorial
 - <https://hms.harvard.edu/sites/default/files/assets/Sites/HR/files/Managing%20an%20Idea%20System%20Training%204.11.16.pdf>
- “*New England Idea Generation Consortium*” (NEIGC)
 - facebook: N.E. idea generation consortium,

