

Ami™ as a process

Showing the structural elements in the
Accelerated Model for Improvement™

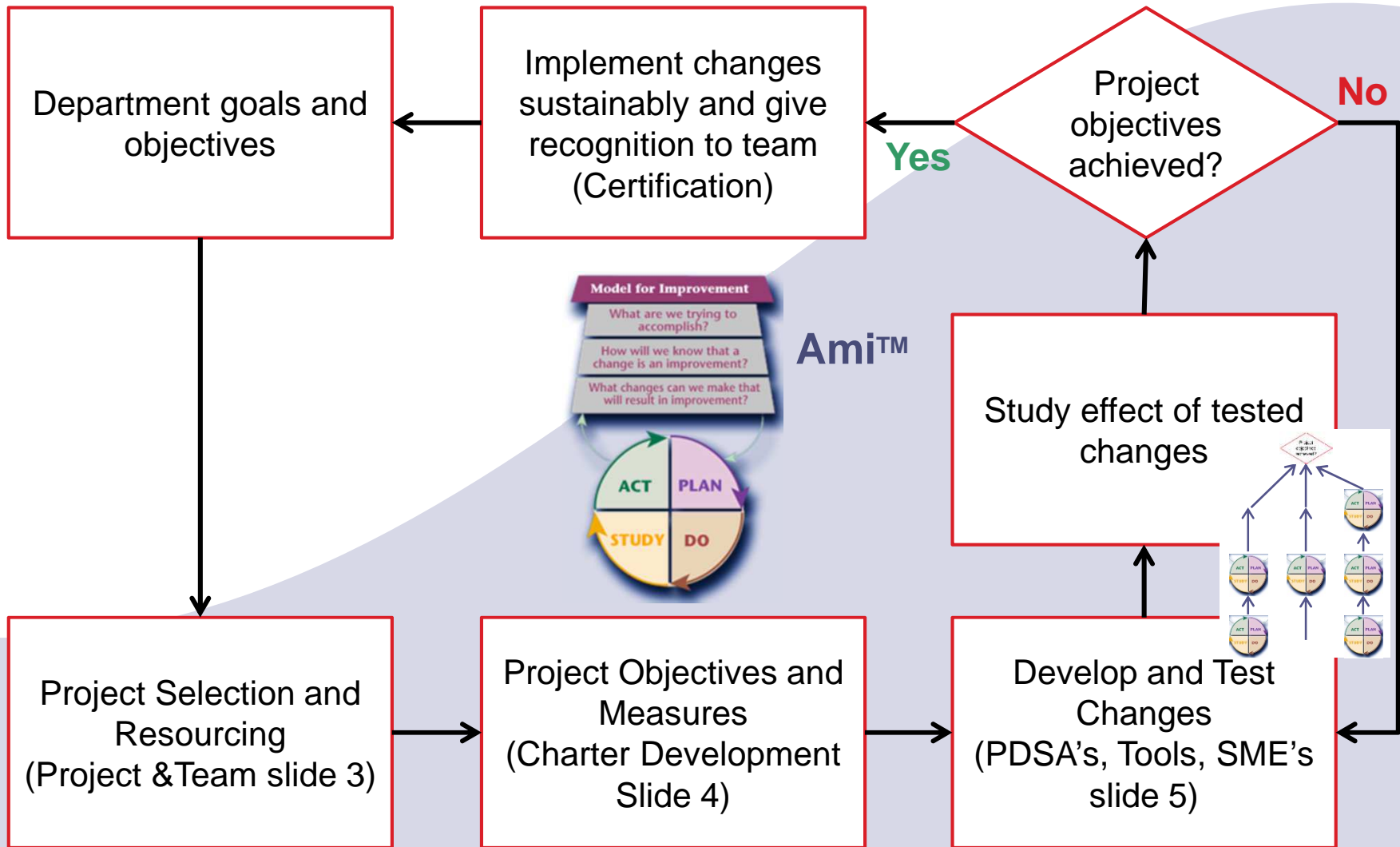


Why Traditional Approaches Waste 21 Weeks

- Nearly six weeks lost due to team members being unable to dedicate sufficient time to the project.
- Senior executives added another five-and-a-half weeks of delay by failing to confront resistance to changes implied by the solution or even resistance in providing data, analysis time, and access to needed information.
- The lack of preexisting measurement criteria added another five weeks. Many teams were forced to develop the needed measures first and then collect the required data. Often, they then had to “sell” the measurement to the management team.
- On average, teams wasted another four-and-a-half weeks by starting out with a vague, debatable mission. They frequently had to rewrite the mission statement and meet with the senior management team again and again until they had a specific, measurable, acceptable mission.
- Many teams wandered off course rather than focusing on vital symptoms, causes, and solutions.

Reference: A. Blanton Godfrey, Blitz Teams

Ami™ Process Summary



Ami™ Project and Team Selection

Project selection

- ❑ The project is important to the department and the people on the team
- ❑ Size of the project is manageable size, time- and objective-wise (not world hunger!)
- ❑ Resources (people, time, money) are prioritized for the project
- ❑ Ami™ projects focus on issues with unknown solutions, or known solutions that would need adaption to the environment
- ❑ Address 4 fundamental ways to change:
 - Redesign an existing product, process or service
 - Design a new product, process or service
 - Improve the System as a whole (Driver, Mainstay and Support processes)
 - Collaborate and share known solutions (change packages) to test & modify into other parts of the System

Team selection

- ❑ The Sponsor(s) is identified and has the authority to allow the team to make changes to the product, process or service targeted for improvement
- ❑ The Sponsor approves the project & team selection and use of ad hoc members.
- ❑ A small Core Team is identified which includes **critical subject matter experts** with detailed knowledge of the product, process or service that is being redesigned or designed
- ❑ Ad Hoc team members are identified who have additional knowledge, can test solutions, are customers/suppliers or have technical knowledge which can contribute to the success of the project
- ❑ Improvement coaching resources are identified and assigned to the team

Ami™ Project Charter – Detailed simplicity

❑ Project Description

- The project description is one sentence
- The project description begins with Design or Redesign
- The target process(es), product(s), services(s) for design or redesign is clear
- The overall result (outcome) is stated

❑ Current situation

- Why this project is important is described (compelling reason for working on this effort)

❑ Boundaries

- Where the project is targeted is stated
- Scope of the project is clear

❑ PDSA's

- Potential changes to be tested, or data to be collected, are identified for rapid learning
- Change concepts are identified

❑ Goals

- Goal statements start with words such as Increase, Decrease, Reduce, Maintain
- Outcome goal is listed first
- Process goals are listed (those activities which are important to achieve the outcome.)
- Balancing goals are described to prevent solutions from causing problems elsewhere in the system
- Solutions are NOT described in the goals

❑ Measures

- Measurement description starts with Percent, Number of...”, satisfaction rating, % compliance, etc.
- No methods of measures are identified
- Solutions are NOT described in the measurement
- Emphasis is placed on measurability and reliability of measures

PDSA Cycles, tools & methods

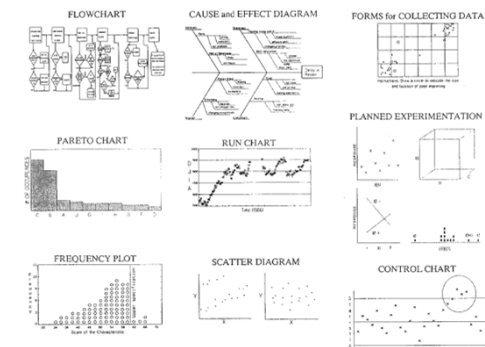
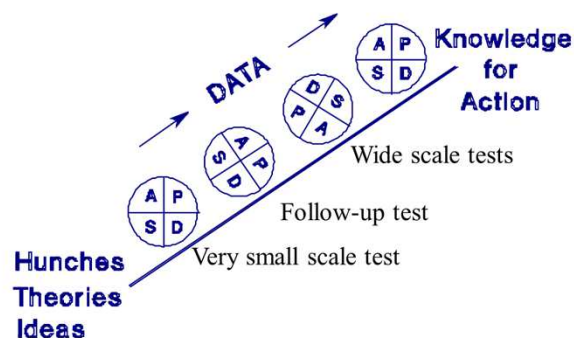
PDSA Cycles

- ❑ Practical application of The Scientific Method
- ❑ Knowledge → Theories → Questions & Predictions → Test → Study & Learning → Act
- ❑ Multiple parallel cycles speed up learning and results
- ❑ Implementation cycles begin once testing has proven effectiveness of developed changes

Tools & Methods

Subject Matter Experts guided by improvement advisors make use of the tools and methods according to the needs of the project

- ❑ Change Concepts
- ❑ Process Flow Charts
- ❑ Cause and Effect analysis and diagram
- ❑ Data collection & survey techniques
- ❑ Design of Experiments
- ❑ Statistical process control
- ❑ Graphical analysis methods



Support Required for Success

Internal Responsibilities & Support

- Teams are allocated time to meet at least weekly to plan, run, analyze results and take action on what is learned from each PDSA's for 12-14 weeks
- Teams upload documentation at least weekly.
- Teams run concurrent PDSA's or experimental designs whenever possible.
- Teams review tests, learning, and issues with Sponsor(s) at a minimum of every 2 weeks using the Sponsor Report
- Teams are prepared and review tests, learning, and issues with Sponsor(s) at a minimum of every weeks using the Sponsor Report and other documentation as needed.
- Sponsor(s) remove barriers for teams to test changes
- If other subject matter experts outside the team are needed for the project, the Sponsor arranges for their support and time.
- Teams and Sponsors recognize Ad Hoc team member contributions at the conclusion of the project.
- Organization audits results for 3 months to ensure sustainability.

External Responsibilities & Support

- Faculty reviews and coaches team via the LMS as documentation and data are uploaded. (Usually in 48 hours)
- Faculty works with the team to design experiments for multiple factors tests whenever possible.
- Faculty conducts weekly virtual meetings to ensure tests are efficient, well planned, progress is made, and data is analyzed effectively.
- Faculty ensures project shows evidence based improvement.

Ami™ – Structured Organizational Learning

- ❑ The *Accelerated Model for Improvement™*, when combined with organizational planning systems enables the organizations to drive sustainable change in the most rapid way
- ❑ Teams are trained to use the methodology, with the support of knowledgeable resources to ensure that improvement is rapidly developed and adapted, taking into account the psychology of change and adult learning concepts
- ❑ Ami™ is founded on the principles of The Scientific Method and The System of Profound Knowledge (Dr. W.E. Deming); This is known as the Science of Improvement.
- ❑ PDSA cycles are the most structured, yet adaptable method of team learning and change management currently available – simplicity without being simplistic