Getting Started with "Fruit on the Ground"

Steven M. Niemi, DVM

National AALAS Seminar - *Building a Culture of Continuous Improvement: Sharing Experiences*

San Antonio, TX
October 21, 2014

For the Record

- *The opinions in this presentation are mine alone, and may not reflect those of my host, current or past employers, professional affiliations, colleagues, family or anyone else I ever met.*

- *I have no commercial or financial conflicts to declare. Vendors are named only for example purposes, and their mention does not imply an endorsement of any products or services.*

Today's Remarks

- Why (I hope) you're here today
- Simple beginnings
- Even simpler endings

Where We Are

↓ $ for research +

↑ $ costs of research

= a new game
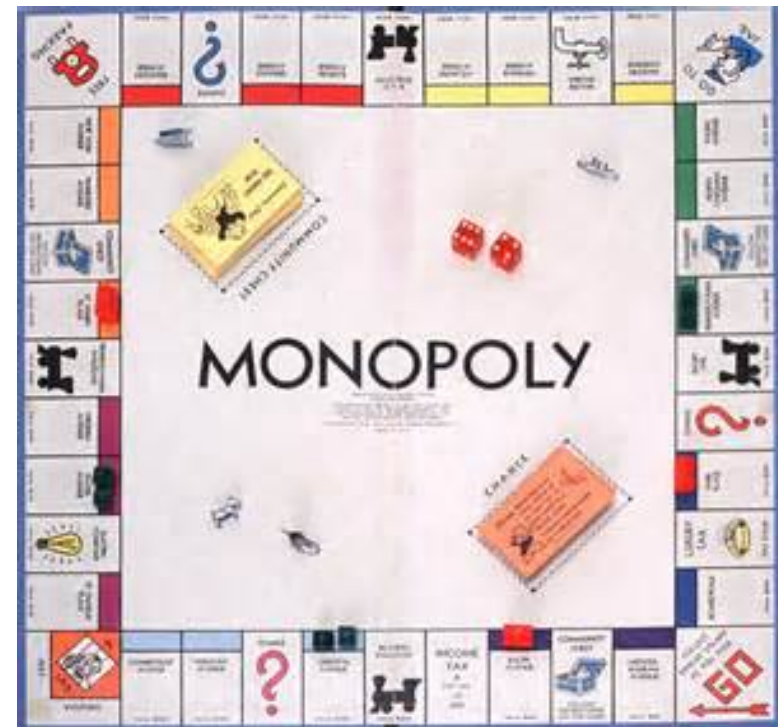
New Game = New Rules

Program Administration

- Prescribed tasks
- Prescribed outcomes
- "Success" likely

Program Management

- Tasks less well-defined
- Outcomes will vary
- Complex success metrics

Continuous Improvement Goals

- ↓ operating costs
- ↑ customer satisfaction
- ↑ workplace safety
- ↑ animal welfare
- ↑ staff morale and retention

Barriers to Change

- Prevailing culture
- Switching costs
- Lack of trust
- Lack of creativity
- Lack of leadership

How to Start?

Ask four simple questions:

1. Are we doing things right?

    2. If so, what would be even better*?

3. Are we doing the right things?

    4. If not, what would be even better*?

* faster, easier, more humane, cheaper, safer, less mistake-prone, etc.

How to Start?

Ask four simpler questions:

1. What are we doing that's wasteful?
2. What are we doing that's dangerous?
3. What are we doing that's error-prone?
4. What are we doing that's stupid?
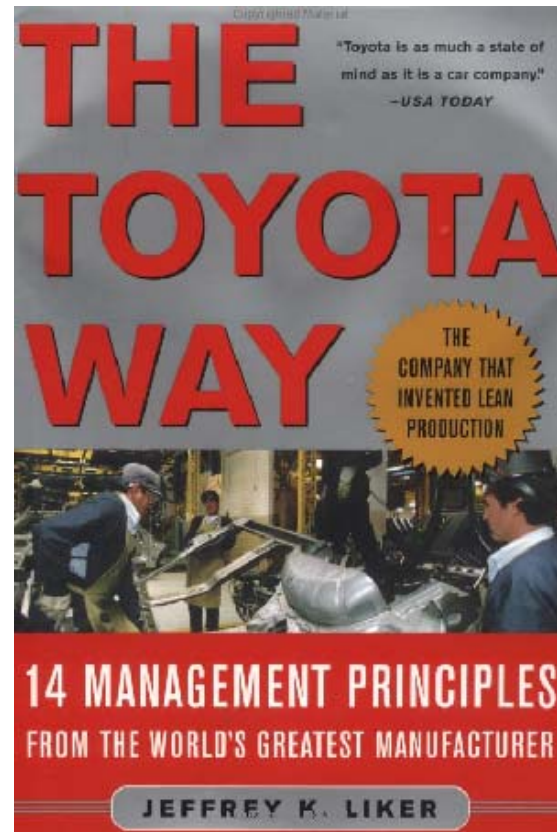
Where to Start?

- It doesn't matter
    - Ask those closest to the action (your staff)
    - <u>Measure</u> current state first, take photos
- Start small, practice

5S Workplace Organization

"Making the Workplace Visible"
1. *S*ort
2. *S*traighten
3. *S*hine
4. *S*tandardize
5. *S*ustain

First "S" = Sort

- Eliminate all unnecessary items

- Keep only necessary items & obvious

- Make min/max levels obvious
  - depends on replenishment schedule

- Make reordering process obvious

What Goes Here? How Many?

What Goes Here? How Many?

What Goes Here? How Much?

Eliminate Bedding Storage Rooms

Reality Cheque

- animal tech wage @ $45.00/hour
- FB load @ 35% of wages
- total labor costs/hour = $60.75
- total labor costs/minute = $1.01
- ☞ *10 techs X 10 minutes/day X 300 days = $30,375.00/year*

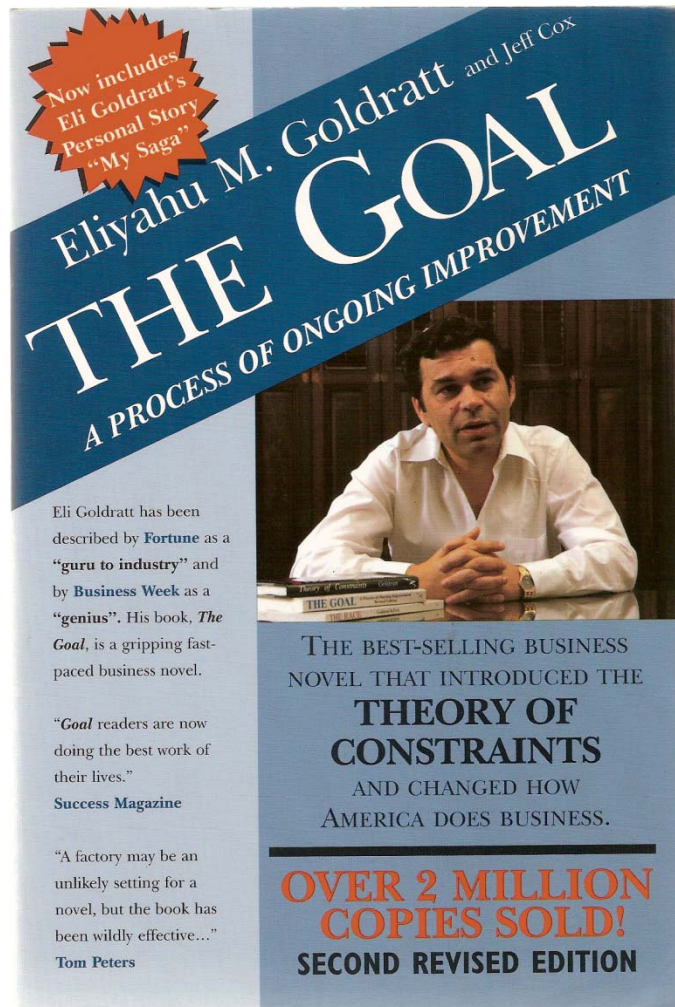# But Wait, There's More

What's Wrong With This Picture?

Air showers + rodent microisolator technique?

☞ *30 sec x 10 techs x 3X/day x 300 days = $4,556.25/year*

And let's not even start with the PPE…

How to Start?

World's Most Admired Companies 2014

1	Apple
2	Amazon.com
3	Google
4	Berkshire Hathaway
5	Starbucks
6	Coca-Cola
7	Walt Disney
8	FedEx
9	Southwest Airlines
10	General Electric

http://fortune.com/worlds-most-admired-companies/apple-1/

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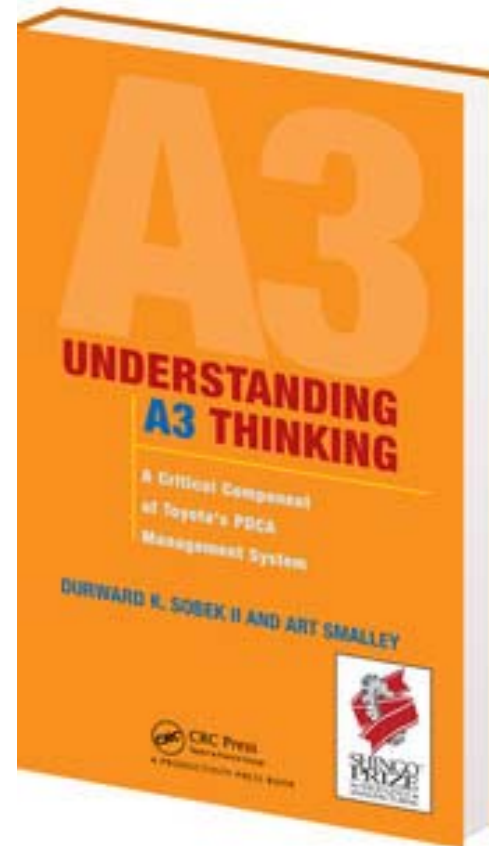
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Additional slides to follow if there's
time and if PDCA/A3 isn't covered
by someone else.

How to Start?

"PDCA"

- **P**lan
- **D**o
- **C**heck
- **A**ct

A3

UNDERSTANDING A3 THINKING

A Critical Component of Toyota's PDCA Management System

DURWARD K. SOBEK II AND ART SMALLEY

CRC Press

How to Start?

1. Select a problem involving waste (= Plan)

- Provide justification
- Describe current state
- Quantify goal
- Consider root causes
- Involve all persons affected

How to Start?

2. Devise and implement countermeasures (= Do)

3. Measure results (= Check)

4. If successful, implement everywhere (= Act)

Sample A3 Report form

Title		Updated:	Project Lead:
		Sponsor:	

Background

PLAN

Current Condition

PLAN

Goal

PLAN

Root Cause Analysis

PLAN

Countermeasures

PLAN

Effect Confirmation

DO, CHECK

Follow-up Actions

ACT
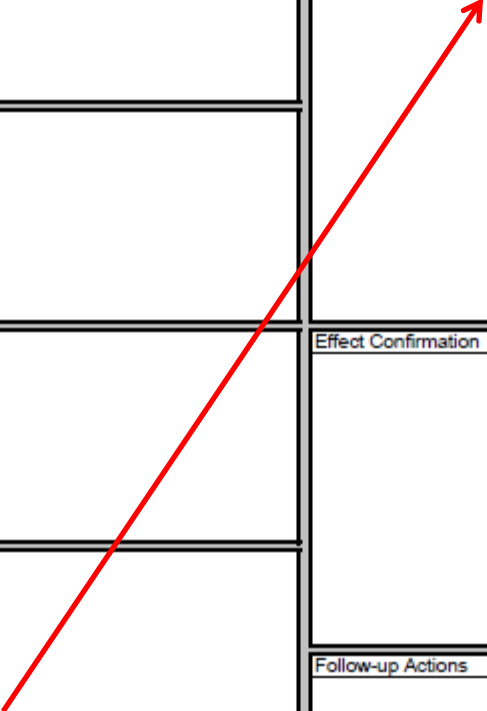
Figure 1. The A3 Problem Solving Report: A 10-step scientific method to help solve problems.

Bassuk JA, Washington IM (2013) The A3 Problem Solving Report: A 10-Step Scientific Method to Execute Performance Improvements in an Academic Research Vivarium. PLoS ONE 8(10): e76833. doi:10.1371/journal.pone.0076833
http://www.plosone.org/article/info:doi/10.1371/journal.pone.0076833

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