



# Rapid Improvement Event Methodology

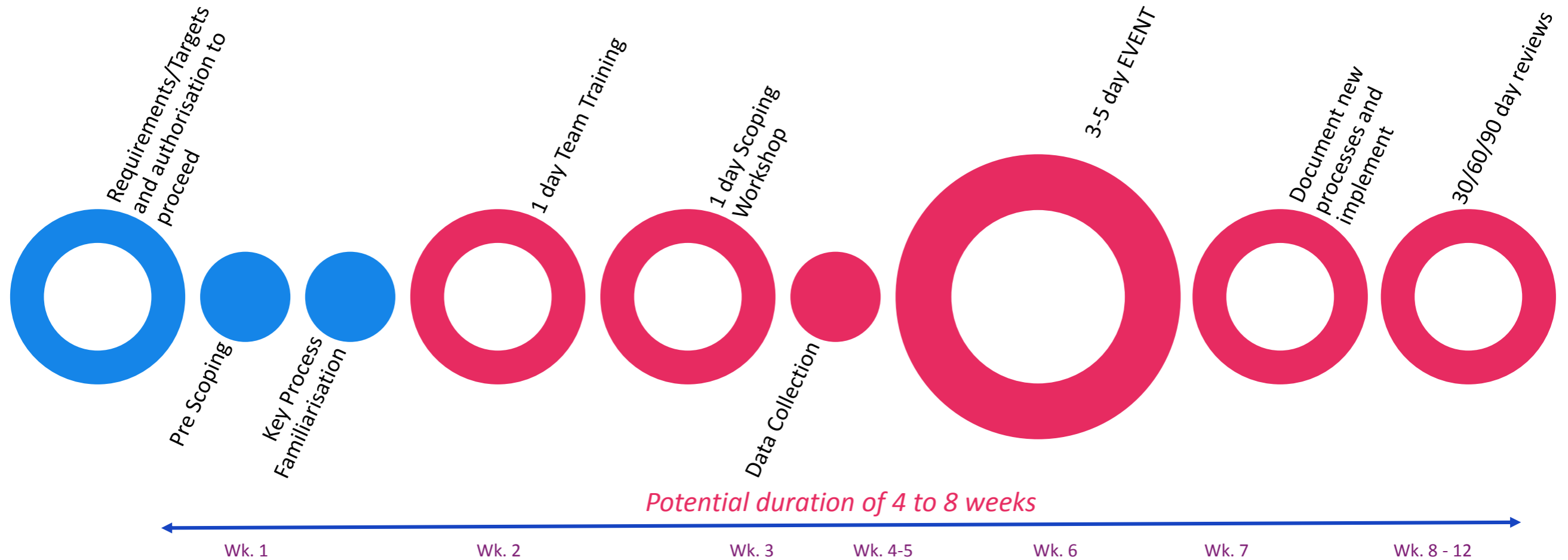


# Rapid Improvement Event Methodology

## Rapid Improvement Events

- The Rapid Improvement Event (RIE) is an improvement methodology where an intense improvement activity occurs over a short period, typically 1 week.
- Overall activity duration, including scoping, planning, training, etc. occurs over a period of between 4-8 weeks, dependent upon the complexity of the issue being addressed.
- This approach will bring about a significant improvement in performance that can encompass a small number of different work teams or processes without a high degree of complexity.
- It relies on the fact that the participants, who do the job every day, are the people best placed to identify process improvements. The typical methodology and timing for a RIE is shown below.

# Bourton Group Rapid Improvement Event Approach





# Rapid Improvement Event Methodology

This methodology will identify the change required, give solutions and allow the participants to plan the actions required for implementation. The approach utilises Lean tools and techniques to:

- Define, understand and measure the existing process or Current State
- Identify waste and process failings
- Identify the root cause of this process waste
- Develop a revised and significantly improved new process or Future State
- Document the new process in a format that a review team will find the most user friendly
- Implement the improvements and bring into realisation the Future State
- Monitor and review progress
- The overall RIE approach generally consists of a number of discrete stages. The table overleaf gives some additional detail to the approach.

Stage	Participants	Duration	Summary of Activities	Outputs
<b>STEP 1</b> Pre-Scoping	Sponsor(s) Consultant	1 day	<ul style="list-style-type: none"> <li>Understanding the requirement</li> <li>Outline scope and boundaries</li> <li>Identify improvement aspirations</li> <li>Identify Stakeholders</li> <li>Agree timing</li> <li>On-site familiarisation</li> </ul>	<ul style="list-style-type: none"> <li>Finalised scope of work, costs and timing</li> <li>Quad of Aims</li> </ul>
<b>STEP 2</b> Key process familiarisation	Stakeholders Consultant	1 day	<ul style="list-style-type: none"> <li>Familiarisation visit to key site at which Rapid Improvement Event will be held</li> </ul>	<ul style="list-style-type: none"> <li>Better understanding of processes prior to Scoping Workshop</li> </ul>
<b>STEP 3</b> Team Training	Sponsor Stakeholders Consultant	1 day	<ul style="list-style-type: none"> <li>Basic awareness and understanding of Lean</li> <li>Introduction of basic tools and concepts</li> </ul>	<ul style="list-style-type: none"> <li>Common understanding and foundation for undertaking RIE</li> </ul>
<b>STEP 4</b> Scoping Workshop	Sponsor Stakeholders Consultant	1 day	<ul style="list-style-type: none"> <li>Achieve a common understanding of the RIE goals (agree Quad of Aims)</li> <li>Understand the business process sufficiently to identify initial data requirements</li> </ul>	<ul style="list-style-type: none"> <li>Common understanding within improvement team of the RIE task</li> <li>Plan to source key data ahead of RIE</li> </ul>
<b>STEP 5</b> Data Collection	Stakeholders	2-3 Weeks	<ul style="list-style-type: none"> <li>Identification of data sources</li> <li>Collection of base data</li> <li>Data analysis and interpretation</li> </ul>	<ul style="list-style-type: none"> <li>Graphical analysis of key data</li> <li>Performance baselines</li> </ul>
<b>STEP 6</b> Rapid Improvement Event <i>(Workshop to Proposed Review Team)</i>	Sponsor Stakeholders Consultant	5 days	<ul style="list-style-type: none"> <li>Identify current state business process and wastes/inefficiencies (Value Stream Mapping)</li> <li>Gather process measures and identify root cause of wastes/inefficiencies</li> <li>Develop future state business process</li> <li>Process metrics/controls</li> <li>Develop implementation plan</li> <li>Identify source and scale of improvement benefits</li> <li>Implement improvements where possible within the RIE timescale</li> </ul>	<ul style="list-style-type: none"> <li>Current state Value Stream Map</li> <li>Wastes identified and measured</li> <li>Future state Value Stream Map</li> <li>Benefits sized and targeted</li> <li>Implementation plan</li> <li>'Quick hit' improvements implemented</li> <li>New procedures and training requirements</li> <li>New documentation agreed</li> </ul>
<b>STEP 7</b> Document new processes/ implementation support	Stakeholders Consultant	1 day	<ul style="list-style-type: none"> <li>Assistance with templates and documenting new procedures</li> <li>Support implementation as needed</li> </ul>	<ul style="list-style-type: none"> <li>New training documentation produced</li> </ul>
<b>STEP 8</b> Review Workshops <i>(Follow-up Visits)</i>	Sponsor Stakeholders Consultant	1-2 days	<ul style="list-style-type: none"> <li>Review progress against implementation plan</li> <li>Help and support Training Documentation Process</li> <li>Check that implemented change has delivered expected benefits using agreed process metrics and controls</li> <li>Agree next steps</li> </ul>	<ul style="list-style-type: none"> <li>Updated implementation plan</li> <li>Achieved benefits identified</li> <li>Review training documentation</li> </ul>

# Thank you

To find out more about how we can help your business please get in touch...

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