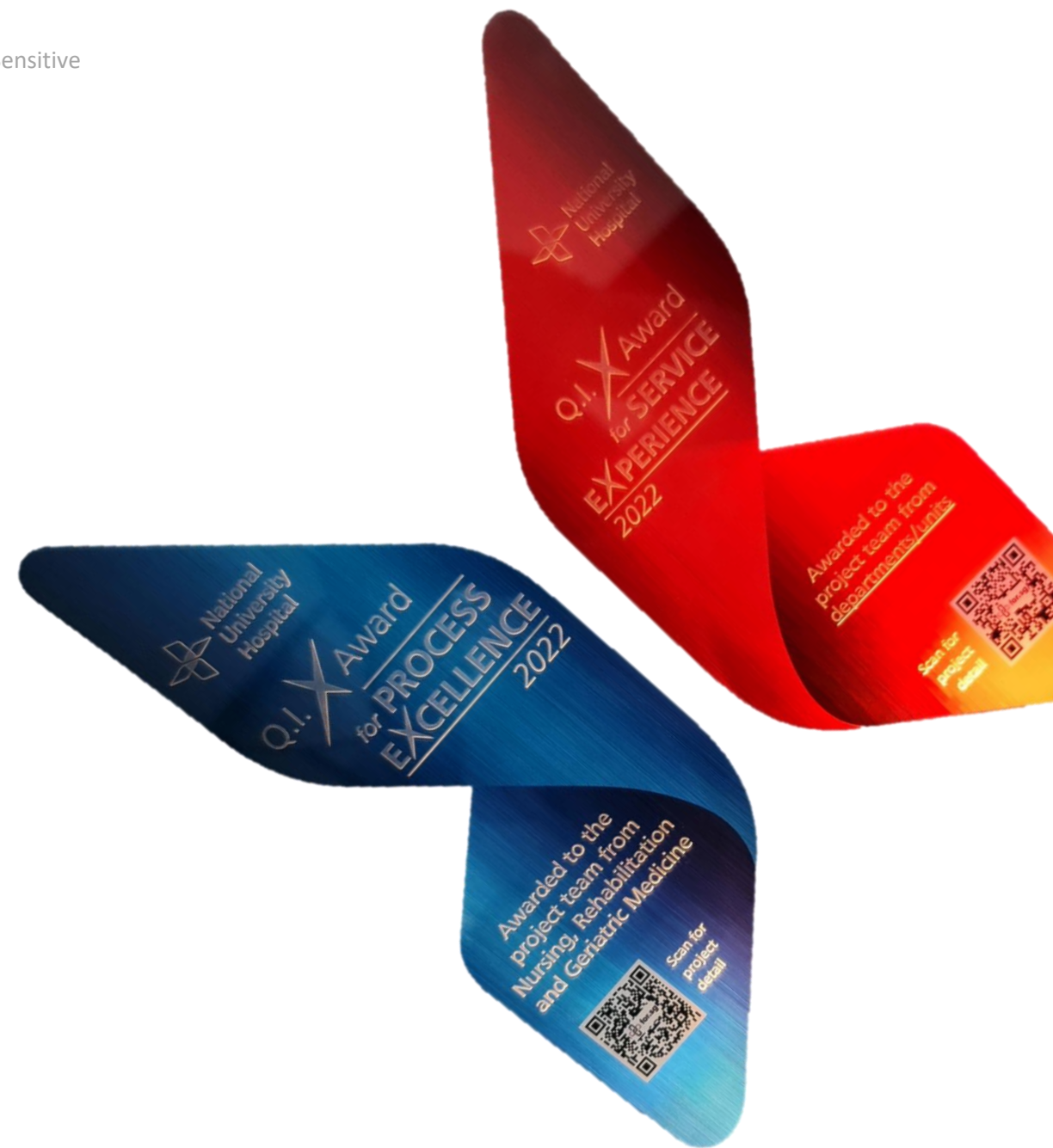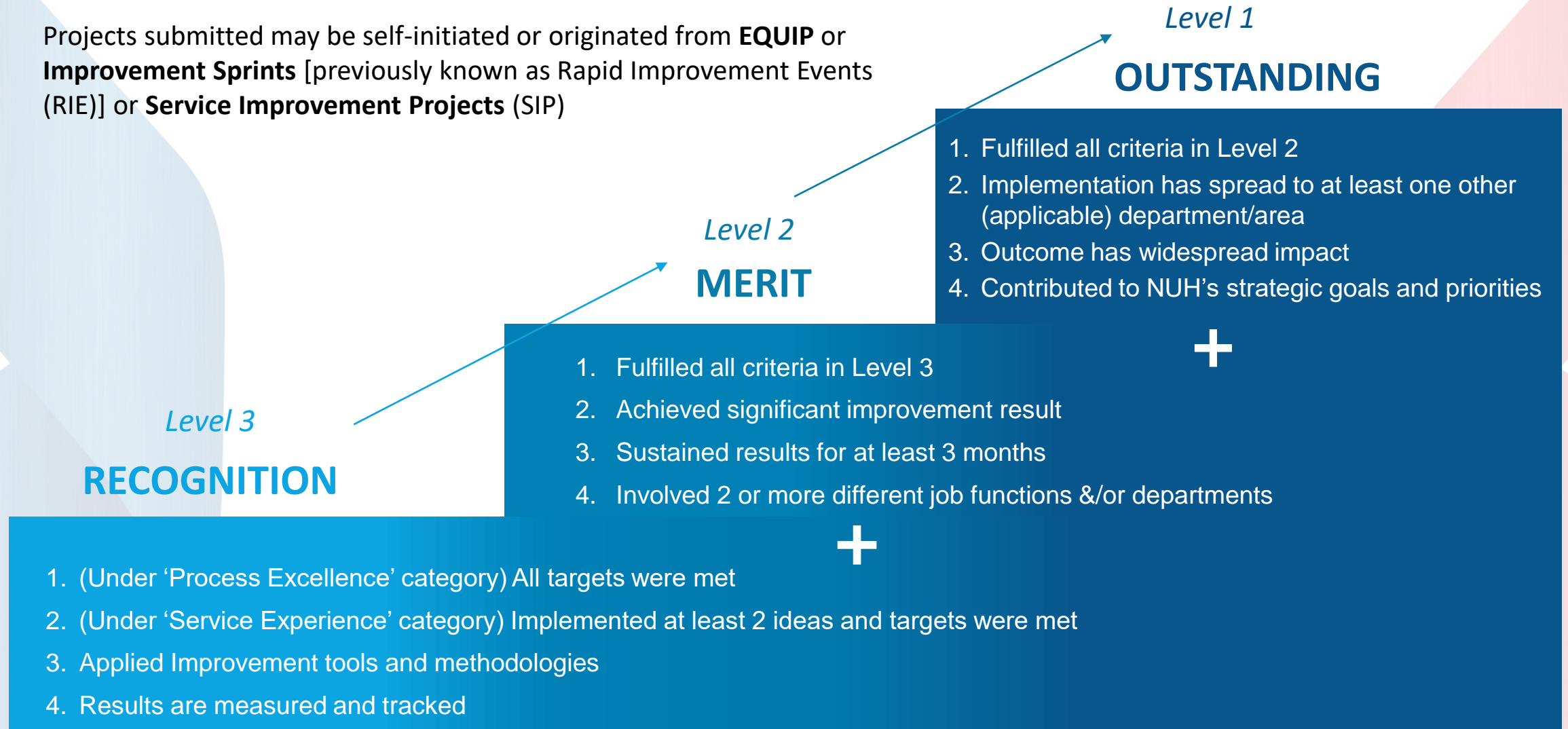National University Hospital

Incredible Care QIX award
for Process excellence &
Service experience projects

Evaluation Criteria

3 levels of achievement

Projects submitted may be self-initiated or originated from **EQUIP** or **Improvement Sprints** [previously known as Rapid Improvement Events (RIE)] or **Service Improvement Projects** (SIP)

Level 1

OUTSTANDING

1. Fulfilled all criteria in Level 2
2. Implementation has spread to at least one other (applicable) department/area
3. Outcome has widespread impact
4. Contributed to NUH's strategic goals and priorities

+

Level 2

MERIT

1. Fulfilled all criteria in Level 3
2. Achieved significant improvement result
3. Sustained results for at least 3 months
4. Involved 2 or more different job functions &/or departments

+

Level 3

RECOGNITION

1. (Under 'Process Excellence' category) All targets were met
2. (Under 'Service Experience' category) Implemented at least 2 ideas and targets were met
3. Applied Improvement tools and methodologies
4. Results are measured and tracked

Assessment Guideline (6S)

Assessment Score (Minimum): Outstanding – 85 ; Merit – 70 ; Recognition - 50

	Guidelines	Score	Comment
Scope /Area	1. How large / significant is the project scope / area? 2. How many staff / patients benefit from the project?	/20	
6S Activities	1. Are all the 6 steps clearly and effectively addressed? 　(Note: all 6 steps are mandatory unless it is genuinely not applicable to the 6S area) *Safety* *Sort and Scrap* *Straighten* *Shine and Service* *Standardize* *Sustain* 2. Is there a clear effective plan to sustain the results?	/35	
Benefits/ Results	1. How much improvement is there in audit checklist score (% of improvement)? Is the score high? 2. Has the improvement been sustained for some time? (Minimum 3 post-event audits covering at least a 3 month period) 3. Is there a significant visual difference before and after? 4. Are there qualitative benefits (staff verbatim, morale, etc.) 5. Are there any other quantitative benefits? (optional for simple changes)	/35	
Follow-up, Spread & Insights	1. Has the team created and/or implemented a feasible plan to overcome any outstanding or potential issues? 2. Has the team created and/or implemented an effective plan to spread the project? 3. Has reflection taken place and insights / lessons learned been identified?	/10	

A Go-&-See Session may be arranged on Judging Day for any projects pre-identified as "Merit" or "Outstanding"

Total Score ____/100

Assessment Guideline (Process Improvement)

Assessment Score (Minimum): Outstanding – 85 ; Merit – 70 ; Recognition - 50

Project (6 Boxes)	Improvement Sprint (9 Boxes)	Guidelines	Below Expec-tations	Meet Expec-tations	Above Expec-tations	Comments
Header	Header	1. Are appropriate team members, leader & sponsor identified to participate? 2. Does the title clearly explain the goal of the project?	1	3	5	
1.Background	1 & 2 Reasons for Action / Initial State	1. Is the nature of the problem clearly explained? Is the problem worthwhile resolving? 2. Is the scope clearly defined and manageable for the Improvement Sprints /project length? 3. Is appropriate data collected and presented to quantify and understand the problem?	3	6	10	
2.Goal	3. Target State	1. Is the goal SMART? (Specific, measurable, achievable, realistic & time based) 2. Is the goal linked to NUH / department objectives and to the problem defined in Box A/1-2?	1	3	5	
3.Problem Analysis	4.Gap Analysis	1. Are the appropriate lean / PDCA tools applied to analyze the problems? 2. Does the analysis link back to the problem and goals in Box A-B/1-3? 3. Are the root causes and main delays/bottlenecks of the problem well identified?	6	12	20	
4.Imple-mentation Plan	5,6 & 7 Solution Approach / Rapid Experiment/ Implementation Plan	1. Do the solutions and implementation plan directly address the root causes of problems? 2. Is the implementation plan clear and timely? Does it include specific what, who & when? 3. For Improvement Sprints, was a rapid experiment carried out and were insights gained from it? 4. For Improvement Sprints, were some changes started immediately during the event or the next week?	6	12	20	
5.Benefits/ Results	8. Confirm State	1. Is there a clear significant improvement? 2. Do the results match the goal? (Box E/8=Box B/3 using same measure) 3. Are the benefits quantified? (e.g. reduction in cost, steps, TAT, handoffs, etc.) 4. Are there intangible results? (e.g. patient satisfaction, quality, verbatim feedback, etc) 5. Are clear charts used to show results/improvement? Are dips explained? 6. Are the results sustained over the time? (Ideally show results >= 3 months)	10	20	30	
6.Follow-up	9. Insights	1. Has the team created a plan to overcome any outstanding or potential issues? 2. Has the team created and/or implemented an effective plan to spread the project? 3. Has reflection taken place and insights / lessons learned been identified?	3	6	10	

Total Score ____ /100

Assessment Guideline (Process Improvement)

Level 4 projects

Projects that do not meet the above guidelines include but not limited to the following:

X   Service development plans (eg. buying new equipment, starting a service)

X   Fine tuning of new services during the setting up phase

X   Research, randomized control trials or studies that have pre-empted an intervention

X   A solution is already decided (thus not able to apply improvement methodologies)

X   A simple just-do-it or straight forward project with solutions like video/ print booklets / pamphlets / leaflets, send reminders or just reinforce current processes (thus not able to apply improvement methodologies)

X   IT projects, including using excel or programming tools, which do not involve any process change

X   No measurement or documentation of standard work

X   RCA without meaningful supporting data or single incident

X   A trial or assessment without implementation

X   Regular operation review or fine tuning (e.g. PAR level, slots allocations, schedules, etc.)

X   Implementation of Evidence-based practice without measurement

Projects classified as "Level 4" will be filtered at pre-screening phase and will not be judged, unless necessary for discussion

Assessment Guideline (Service Improvement)

Assessment Score (Minimum): Outstanding – 80 ; Merit – 70 ; Recognition - 50

Project (4 Boxes)	Guidelines	Below Expec-tations	Meet Expec-tations	Above Expec-tations	Comments
Header	1. Are appropriate team members, leader & sponsor identified to participate? 2. Does the title clearly explain the goal of the project?	1	3	5	
1.Background	1. Is the nature of the problem clearly explained? Is the problem worthwhile resolving? 2. Is the scope clearly defined and manageable for the Improvement Sprint/project length? 3. Is appropriate data collected and presented to quantify and understand the problem?	3	6	10	
1.Goal	1. Is the goal SMART? (Specific, measurable, achievable, realistic & time based) 2. Is the goal linked to NUH / department objectives and to the problem defined in Box A/1-2?	1	3	5	
2.Problem Analysis	1. Are the Service Improvement tools applied to analyze the problems? 2. Does the analysis link back to the problem and goals in Box 1-2? 3. Are the root causes and main delays/bottlenecks of the problem well identified?	6	12	20	
3.Imple-mentation Plan	1. Do the solutions and implementation plan directly address the root causes of problems? 2. Is the implementation plan clear and timely? Does it include specific what, who & when? 3. For Improvement Sprints, was a rapid experiment carried out and were insights gained from it? 4. For Improvement Sprints, were some changes started immediately during the event or the next week?	6	12	20	
4.Benefits/ Results	1. Is there a clear significant improvement? 2. Do the results match the goal? (Box E/8=Box B/3 using same measure) 3. Are the benefits quantified? (e.g. reduction in cost, steps, TAT, handoffs, etc.) 4. Are there intangible results? (e.g. patient satisfaction, quality, verbatim feedback, etc) 5. Are clear charts used to show results/improvement? Are dips explained? 6. Are the results sustained over the time? (Ideally show results >= 3 months)	10	20	30	
4. Follow-up, Spread & Insights	1. Has the team created a plan to overcome any outstanding or potential issues? 2. Has the team created and/or implemented an effective plan to spread the project? 3. Has reflection taken place and insights / lessons learned been identified?	3	6	10	

A Go-&-Feel Session may be arranged on Judging Day for any projects pre-identified as "Merit" or "Outstanding"

Total Score _____ **/100**

Assessment Guideline (Service Improvement)

Level 4 projects

Projects that do not meet the above guidelines include but not limited to the following

X   IT projects, including using excel or programming tools, which do not improve the experience of your recipients

X   A solution is already pre-decided before applying the Service Improvement tools.

X   A solution that is adopted from an existing initiative implemented elsewhere in NUH.

X   A trial or assessment without implementation

X   No measurement or documentation of standard work

Projects classified as "Level 4" will be filtered at pre-screening phase and will not be judged, unless necessary for discussion