

Preparing for the Rapid Improvement Event		
<i>Step</i>	<i>Major Activities</i>	<i>Book Chapter and Section</i>
Identify the Process Targeted for Improvement	Identify processes as potential candidates for improvement; Select the process to be targeted for improvement	5.4
Organize the RIE Team	RIE team members; RIE team member roles; Team charter	5.5
Train the RIE Team	Training models; Training content	5.6
Scope the RIE Process	Scoping event	5.7
Identify What the Beneficiary of the Process Values and Expects	Identify beneficiaries; Identify what beneficiaries value and expect; Techniques to gather information from beneficiaries; Lean tools to determine what beneficiaries value and expect	5.8
Establish Metrics for Documenting RIE Improvements	Quality metrics; Operational deliver metrics; Employee experience and engagement metrics; Financial and business performance metrics	5.9
Gather Information on the Process Before Conducting the RIE	Visit the process in action; Scour archival data and reports; Collect information on metrics selected to document RIE improvements	5.10
Logistical Preparation for the RIE	RIE room, furnishings, and technology; Pre-RIE training and meetings; Pre-RIE communications; RIE materials	5.11
Conducting and Implementing the Rapid Improvement Event		
Day One: Learning	Validate RIE preparation tasks; Overview of the RIE and LHE; Review baseline performance of “current state” process; Document visual map of “current state” process	6.1
Day Two: Discovery	Identify waste and impediments to flow in “current state” process; Analysis of “current state” process; Develop improvement ideas; Prioritize improvement solutions	6.2
Day Three: Improvement	Propose “future state” visual map; Test and verify the proposed “future state” process	6.3
Day Four: Finalizing Process Design	Finalize visual map of “future state” process; Establish implementation plan for “future state” process	6.4
Day Five: Planned Implementation	Confirm accountabilities for implementing “future state” process; Identify post-implementation activities to sustain “future state” process; “Report out” by RIE team	6.5
Sustaining the Improved Process		
Sustaining the Improved Process	Implementing the new process; Sustaining the new process following implementation of RIE solutions	6.6

