

SUCCESSFUL PILOT PROJECT TO ESTABLISH A CIP IN FOUR TEAMS

Ingenics supports the “MB-Win” project

No matter whether it is a direct or indirect project, Ingenics AG considers specific individual needs and modifies its range of services accordingly, making it the ideal partner for every client when it comes to successfully establishing a continuous improvement process. Of course, the same applies to the “MB-Win” pilot project within a department of the health insurance provider Techniker Krankenkasse (TK). The required coaching was carried out using tried-and-tested tools and methods, whereby Ingenics experts adapted the in-depth knowledge gained in a wide range of projects and industries to the existing conditions with the necessary level of sensitivity.



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The goal of the pilot phase was clearly defined from the outset: as part of a systematic bottom-up approach, employees should be involved and their potential to be utilized. The result? Optimized work processes which are in line with customer requirements and a reduction in the overall workload.

Specification of CIP targets

The specific CIP targets were developed in an exploration workshop. These included preventing mistakes, improving working conditions, gaining time, boosting productivity, and increasing customer satisfaction. “Essentially there are two points of view when identifying the relevant need for action: the staff perspective on the one hand, and the customer and process perspective on the other one,” explain Andreas Hoberg and Ulf Jochymiski, who are responsible for the project at Ingenics.

“From the employees’ point of view, the main focus is learning to identify small- and medium-scale inefficiencies, potential for improvements as well as improve the process by better using a structured problem-solving approach. In contrast, the customer and process perspective is mainly about the methodical identification of activities, improvements, and changes in each part of the system with goals such as optimizing throughput times. A standardized approach for transparency and communication in regards to the team situation, developments, and results creates an understanding and motivates to adapt to the same pattern and participate.

A practical introduction to methods, tools, processes, and conditions

As part of the “MB-Win” project, CIP training was delivered to four pilot teams at grass-roots level to support the systematic optimization process. In a series of practical sessions, managers and selected

employees were introduced to the following methods, tools, and conditions with a view on establishing a CIP:

- › The principles of a CIP in service departments
- › Visual management and visual office elements
- › Team board structure and meetings
- › Structured problem solving as the foundation of “MB-Win” groups
- › Process management and approaches to optimization

Practical application and implementation of findings

The findings of the workshop sessions were applied and implemented in practice to everyday operations in terms of lean methods, training skills, and interpersonal communication. The tools and processes were continuously improved to adjust to specific requirements within the company, resulting in a highly practical and useful approach. “It is crucial to establish regular internal discussions by using team boards,” explains Andreas Hoberg. This point is elaborated by Ulf Jochymiski: “This makes it possible to check the relevant CPIs, and people can work out the corresponding need for action and any necessary measures together.”

Using this approach, the four pilot teams have already identified and discussed 350 problems and potential changes – and most of these have already been implemented.

Conclusion

“Ultimately, all of this helps to increase employee satisfaction, productivity, quality, and transparency in individual areas. Using KPIs and structured communication is a way of making potentials visible for everyone involved. At the same time, the active involvement of staff in a CIP boosts their motivation and general acceptance of solutions,” says Frank Lange from TK, who is very satisfied with the results of the CIP pilot phase. ■

i Additional information and advice



Your personal point of contact at Ingenics will be happy to answer any questions:

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MB-Win

What's in it for the workforce at TK?

Goals: Meeting the requirements of today and tomorrow.
Reducing workloads.

It's about us — our tasks and requirements and the effort we put in.

We are involved and take part, putting solutions into practice ourselves.

We make our work easier for ourselves and perform better for our customers.

We are part of what we do.

We can improve the overall attitude to work, using our time productively and making the situation better.

We can identify ourselves more with our targets.

We use a structured process to identify small- and medium-scale inefficiencies and to take advantage of opportunities for change.

▲ The specific CIP targets for the "MB-Win" project were established in an exploration workshop.

About Techniker Krankenkasse

Health insurance provider Techniker Krankenkasse is based in Hamburg and has 254 offices throughout Germany and around 13,000 employees. With a total of about 9.9 million satisfied customers, Techniker Krankenkasse is one of the largest health insurance providers in the country. In 2013, Techniker Krankenkasse was named "Germany's best health insurance provider" for the eighth year in a row by business magazine Focus Money.