



WACMHC
Washington Association of
Community & Migrant Health Centers

LEAN AS A SYSTEM

January 30, 2018

WACMHC QI Roundtable

we are family



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HOUSEKEEPING

- Your lines are currently muted
- We'll address questions at the end of the presentation
- You can ask a question in the following ways:



RAISE YOUR HAND FUNCTION - your line will be unmuted and you can ask the question verbally

QUESTIONS FUNCTION – type your question in the box and the facilitator will read it aloud

- This webinar is being recorded. A recording will be sent to you in a follow-up email.



Mindset, Management System, Methods

LEAN AS A SYSTEM



Content

❑ Our journey

- The Joint Commission
 - A High Reliability Organization
 - ✓ Lean & Six Sigma

❑ Lean as a System

- Mindset
- Management System
- Methods

❑ Why Lean, how to start and what to avoid

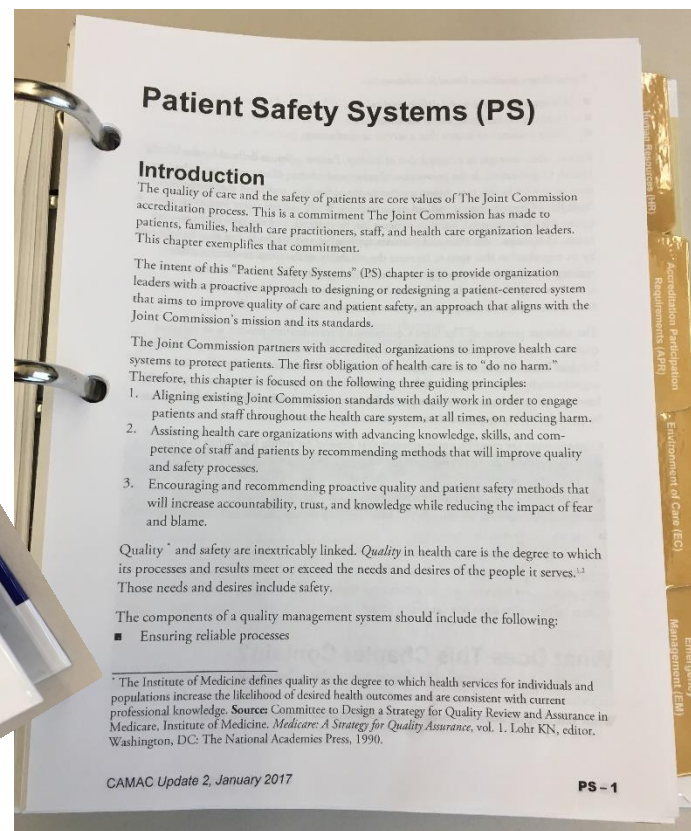


Our journey

we are family

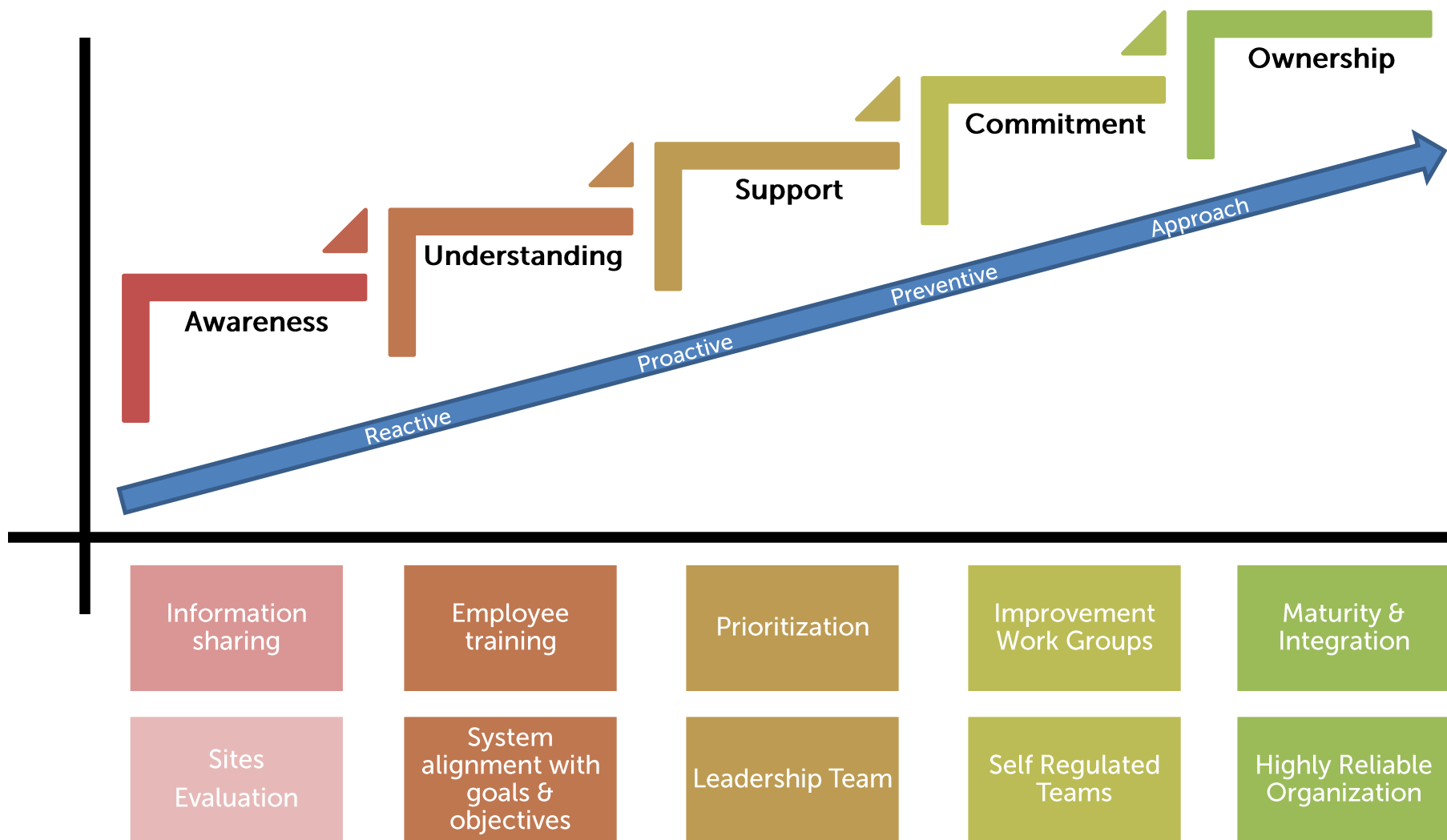


The Joint Commission





Our Journey to High Reliability



we are family



Defining High Reliability

It is a concept that comes from the study of industries that have maintained very **high levels of safety** over very **long periods of time**; like commercial aviation. It means **consistence** excellence. What it means for Healthcare? It is establishing **near zero rates of failures** for critical quality processes and making sure that they stay at that **high level of performance** across all services over **long periods of time**.

~ Mark R. Chassin, MD





Transition to HRO

High reliability organizations have three common characteristics (building blocks) that saturate their organizations:

Commitment to Zero Harm

- Every employee from a janitor to CEO

Wide Spread Safety Culture

- Trust, Integrity, Transparency, Accountability, ...

Robust Process Improvement

- Lean, Six Sigma and Change Management



Lean vs Six Sigma



Both Lean and Six Sigma are about identifying the critical drivers and root causing them to improve quality and safety ...





Introduction to Lean

"Lean provides a specific way to specify value by lining up value – creating actions in the best sequence, and conducting these activities without interruption whenever someone requests them, and performing them more and more effectively."

- Dr. James P. Womack,
LEI Founder

Healthcare



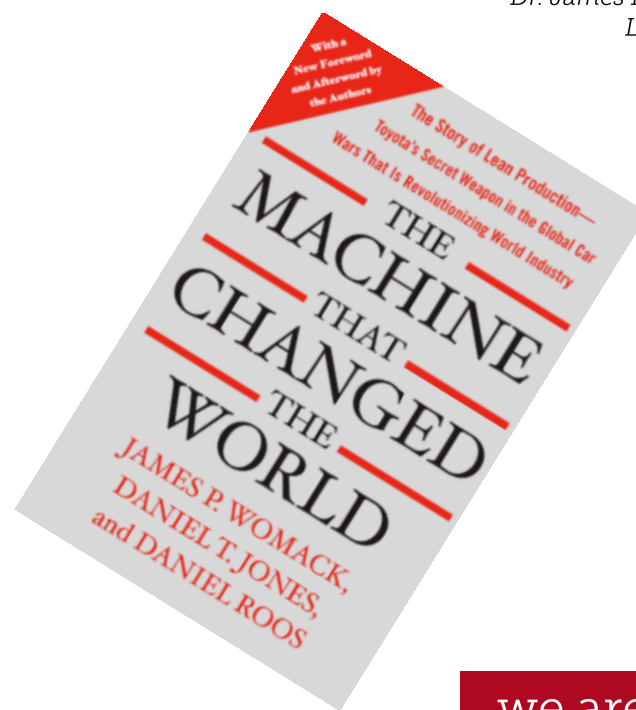
Offices



Postal Service



Government





What led to word “Lean”

Mass Production

- Few models
- Limited resources
- Limited workforce
- Many defects

Toyota Production System

- Many models
- Limited inventory
- Highly involved workforce
- Few defects

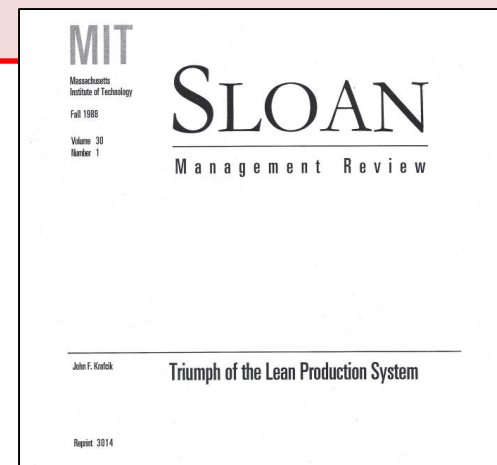
Less human effort to perform work

Less material to create products and services

Less time to develop them

Less energy and space to produce them.

The term “lean production” was first used in a MIT Sloan Management Review article by John Krafcik, titled “Triumph of the Lean Production System.”





Lean as a System



A **System** for designing, creating and delivering goods and services.

Every robust system consists of its main parts:

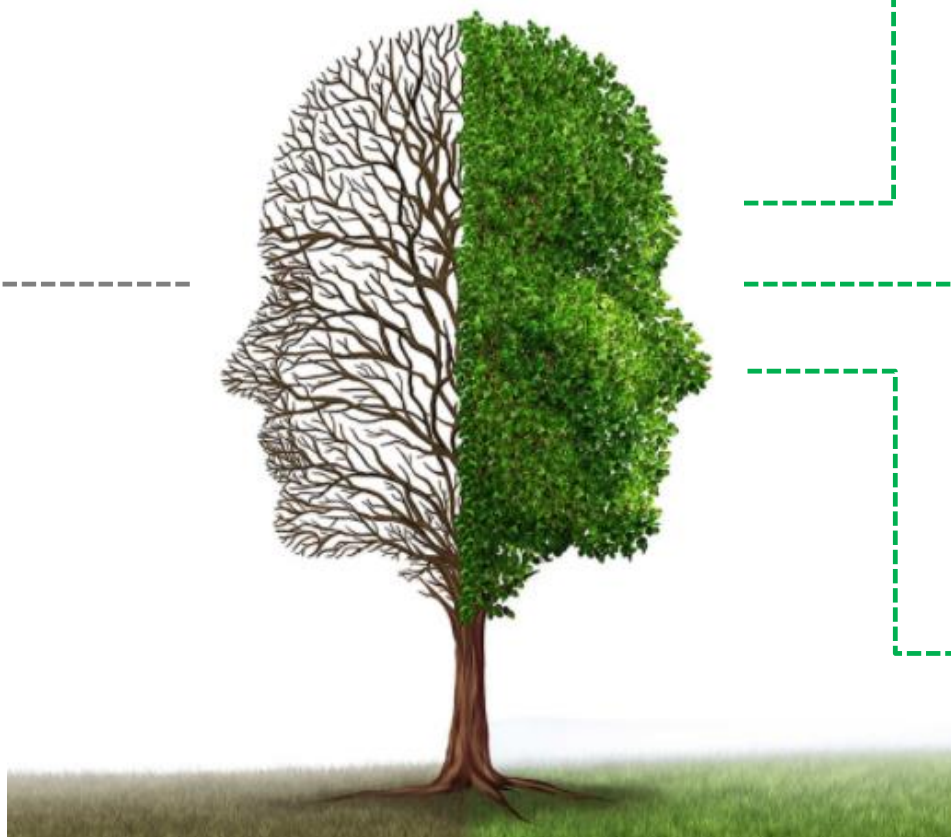
Mindset

Management System

Methods



Mindset



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Mindset (Value)

What patients are looking for, or hoping to receive, every step in the process?

Patients are looking for:

- Warm service
- Right medication
- Right diagnosis

Patients are hoping for:

- To be heard
- Relief from what brought them in
- Fair price
- Prompt service

Patients are not looking for:

- Delays, Waiting, or Miscommunication
- Misdiagnosis or other errors
- Multiple handoffs or workarounds





Mindset (Respect for People)

Toyota's top-level representation of the “Respect for People” principle consists of two parts: “Respect” and “Teamwork,” and is as follows:

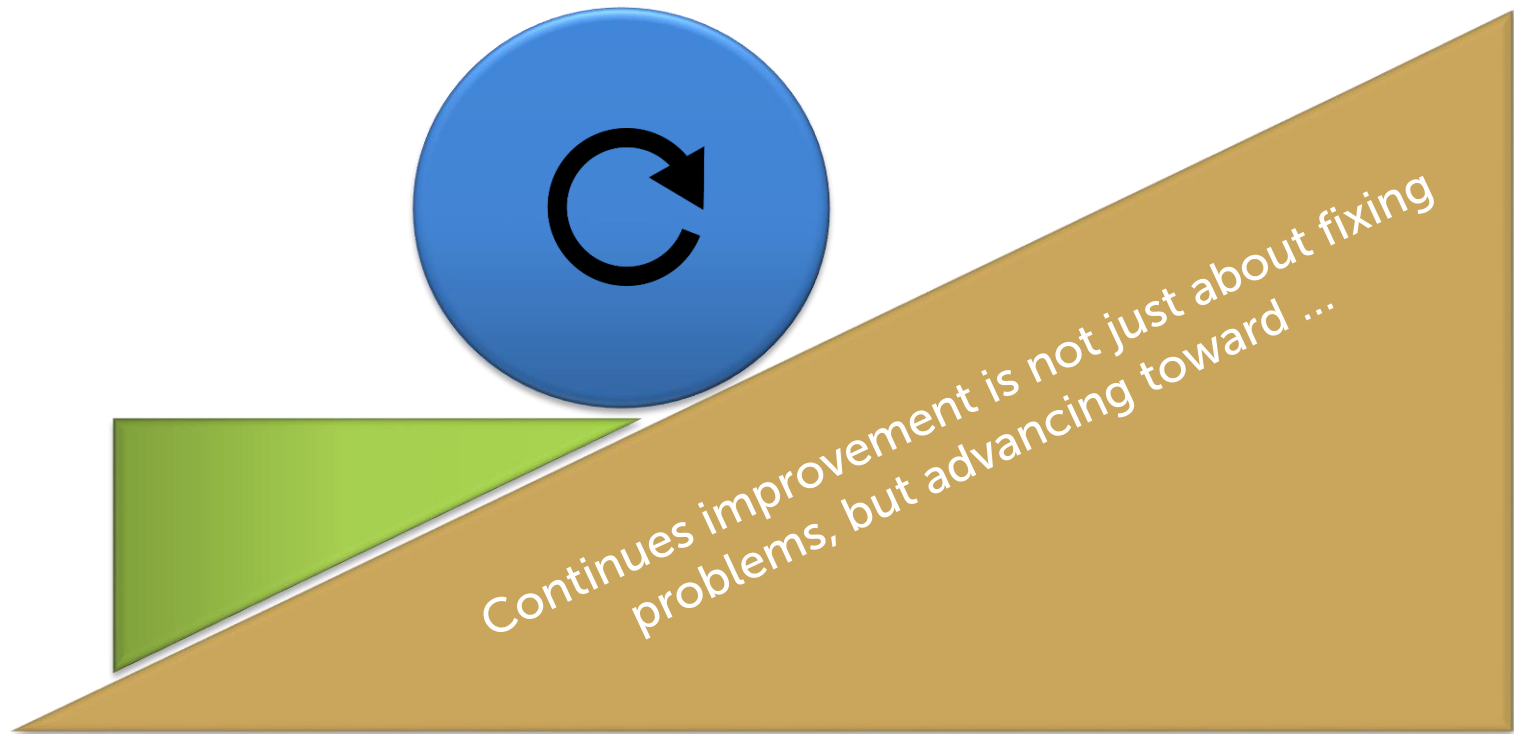
RESPECT: We respect others, make every effort to understand each other, take responsibility and do our best to build mutual trust.

TEAMWORK: We stimulate personal and professional growth, share the opportunities of development and maximize individual and team performance.





Mindset (Continuous Improvement)

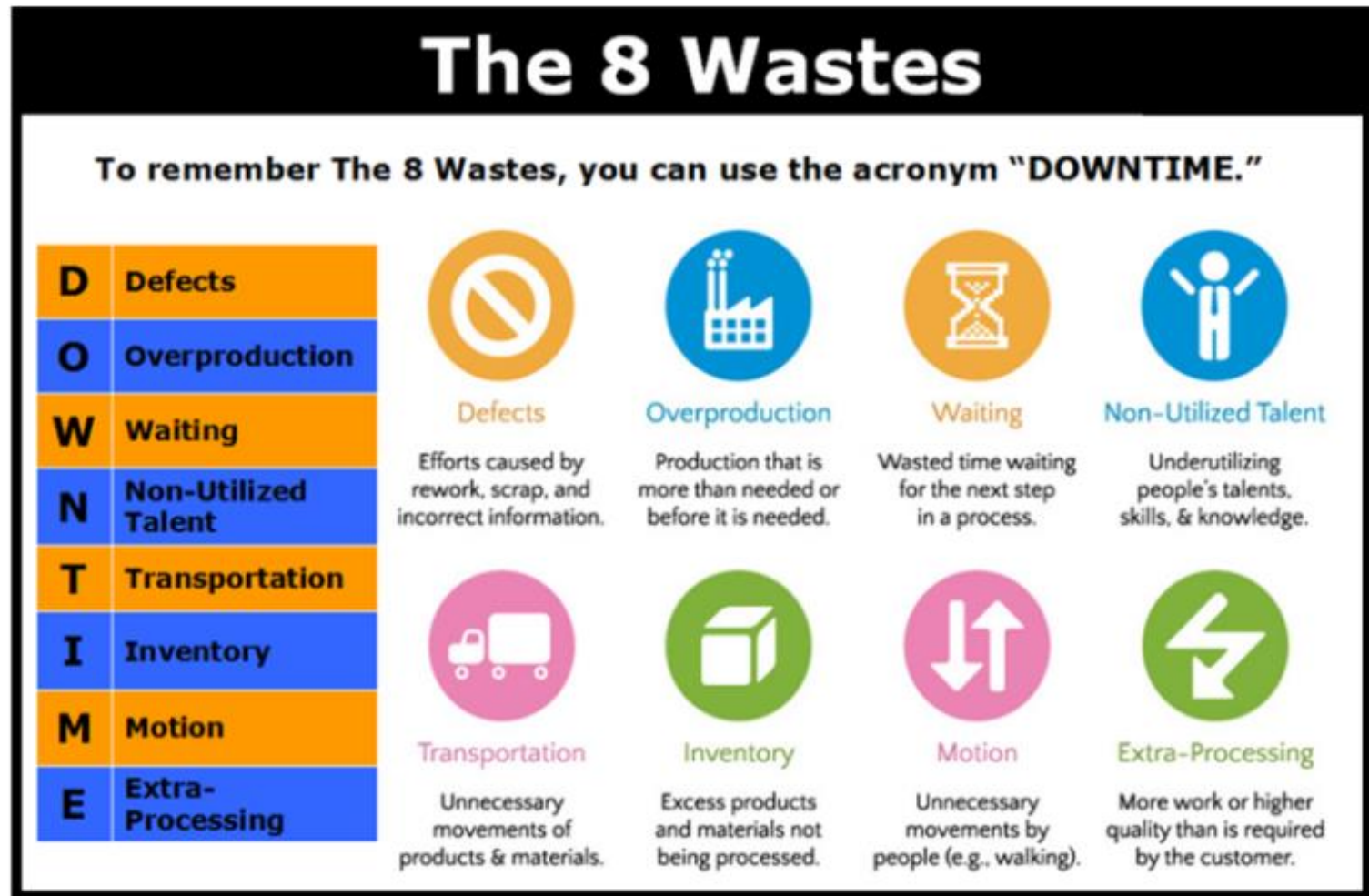


Projects and workshops \neq Continuous Improvement



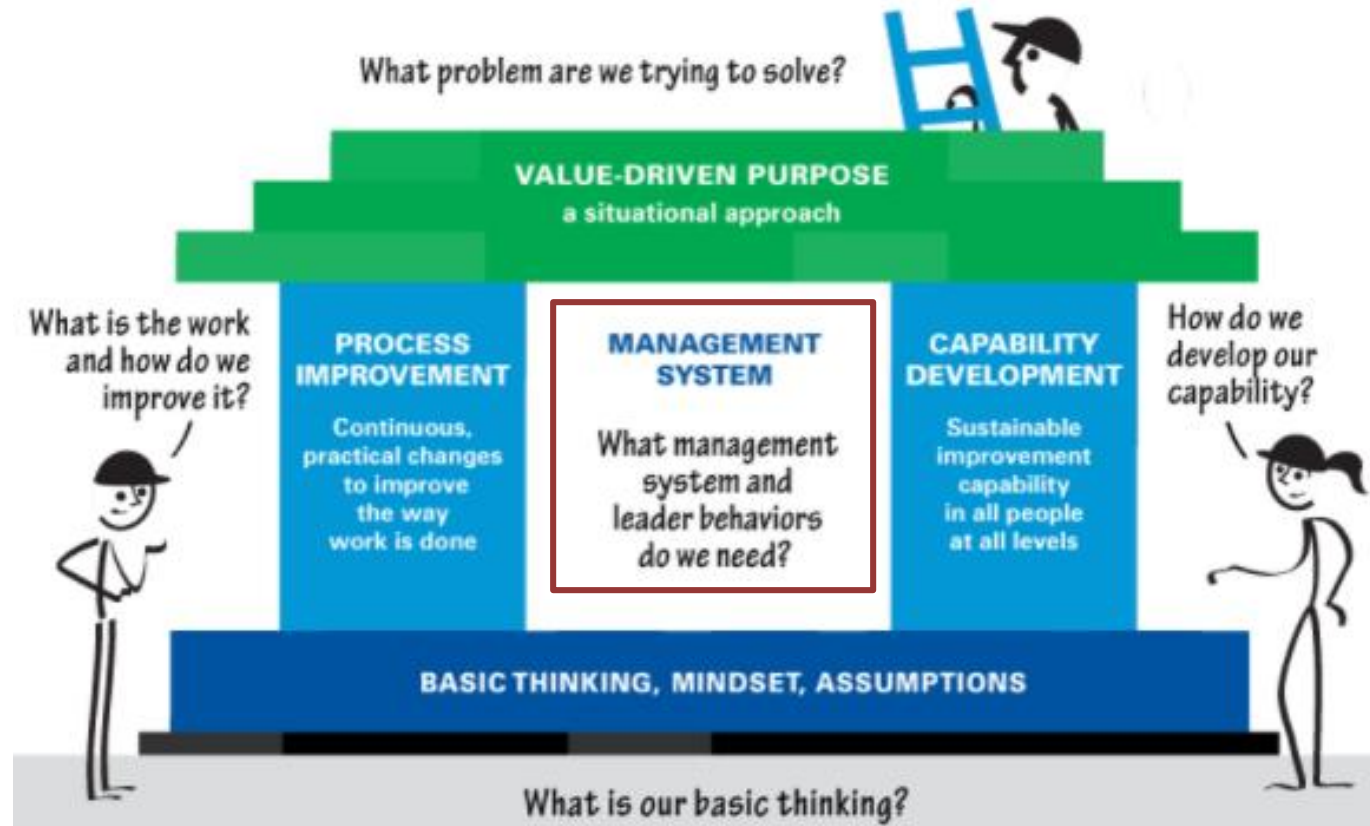


Mindset (Waste)





Management System

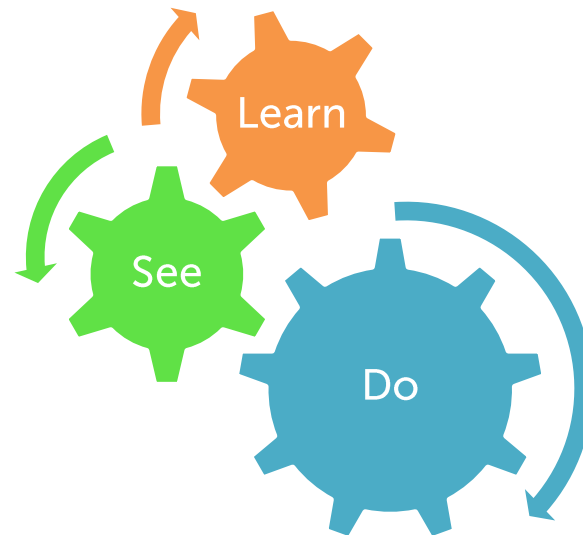


Lean Enterprise Institute **Lean Transformation Framework**



Management System (Cont'd)

- ✓ Lean strategic planning and deployment
- ✓ Standard work
- ✓ Visual management
- ✓ People development
- ✓ The work of leadership
- ✓ Follow up / accountability processes





Lean Methods (Tools)

Customer and Value Stream Tools

- Customer satisfaction
- Benchmarking
- Value Stream Mapping
- 5Ws and 1H
- Spaghetti diagrams

Perfection Tools

- A3
- Standardized Work
- Rapid-cycle improvement
- Visual Management

Flow and Pull Tools


- Flow
- 5S
- Work modules
- Pull

Management Tools

- The Balanced Scorecard
- Go and observe
- Spider charts



Lean Methods (Tools Cont'd)

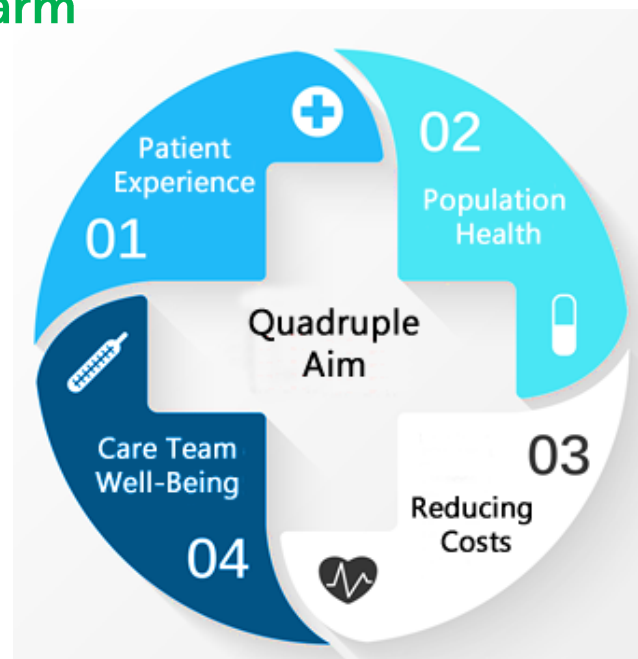
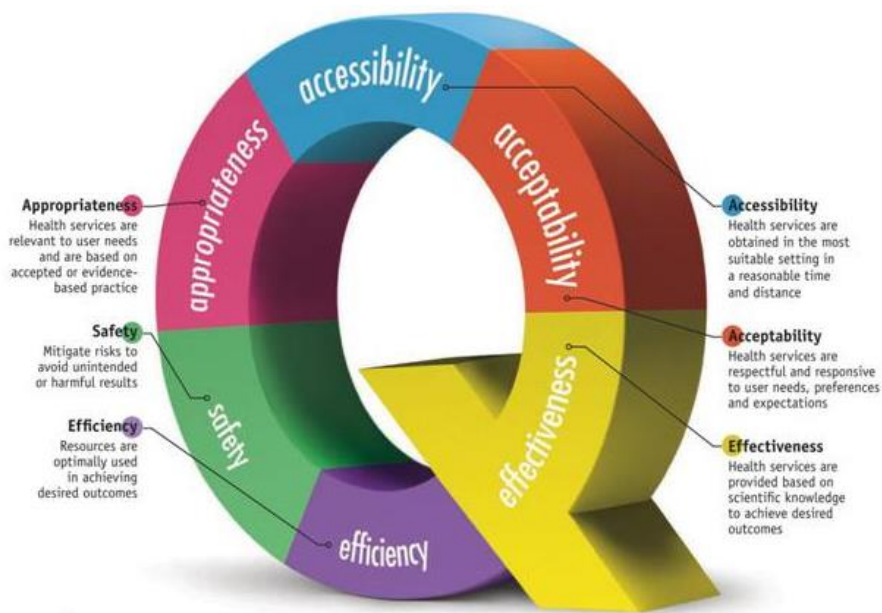
 A3 Project Name: _____ Date: _____		ANALYZE / THINK (What is the root /probable cause(s) of the problem?)	
TEAM INFORMATION (Who is on your team?)			
DEFINE / BACKGROUND INFORMATION (Why are we talking about this?)		IMPROVE / IMPLEMENT (What is your proposed countermeasure(s) to address problem?)	
<u>Problem:</u>			
<u>Goal:</u>			
<u>Scope:</u>			
MEASURE / UNDERSTAND (Current conditions, where do "things" stand today?)		CONTROL / SUSTAIN (How will you make sure that the problem will not reoccur again?)	





Why Lean?

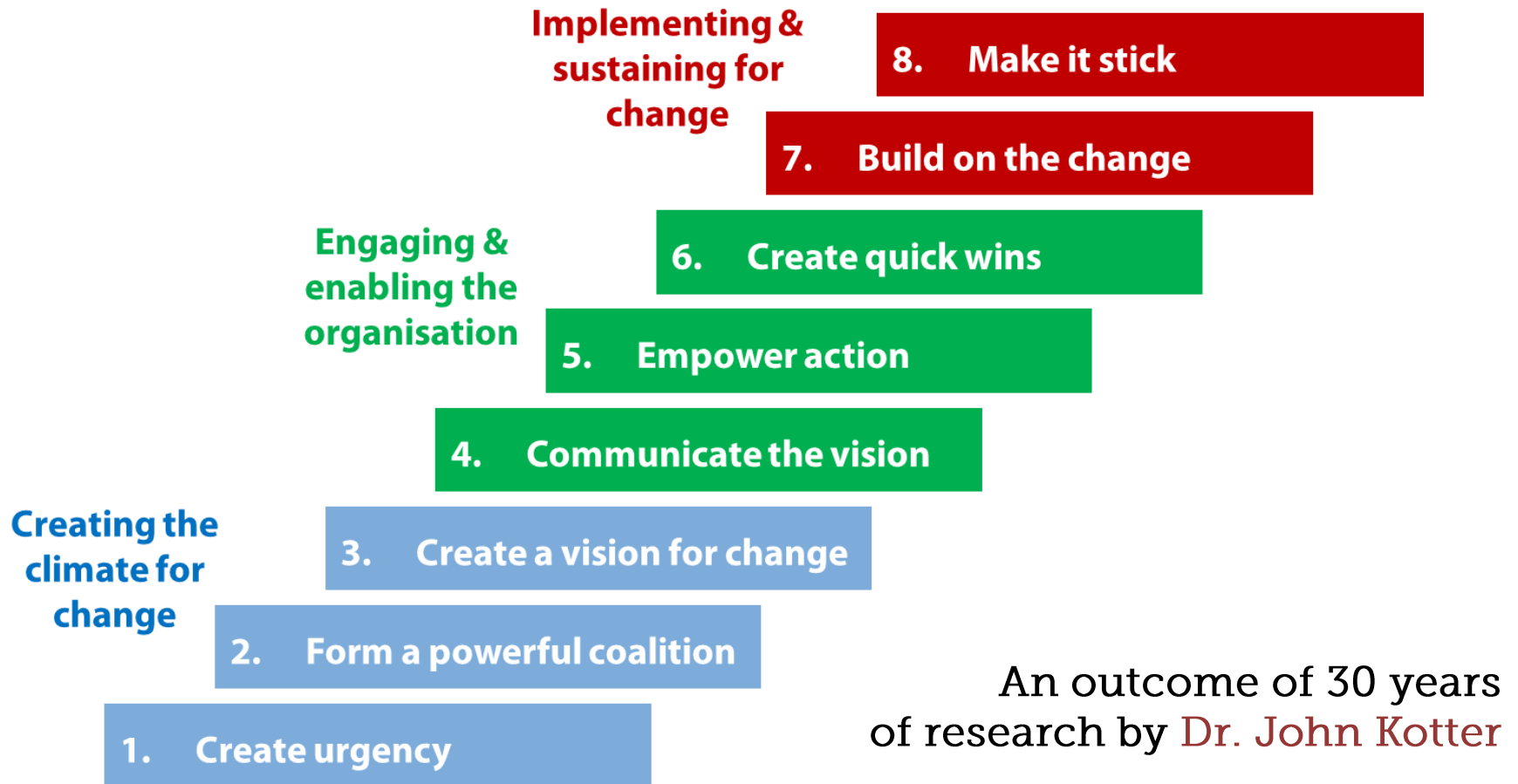
To save lives
To restore health
To avoid harm



Develop the capabilities of the organization to keep improving, adapting, and satisfying dynamic customer and regulatory requirements.



How to start



An outcome of 30 years
of research by **Dr. John Kotter**



What to avoid

1. Lack of executive leadership engagement and support
2. Lack of communication
3. Lack of middle management / supervisor buy-in
4. Not understanding “it is all about people”
5. Lack of customer focus
6. Lack of improvement measurements
7. Lack of Lean leadership
8. Lack of alignment
9. Using improvement events as the sole improvement mechanism
10. Bonus pay system based on company profitability



Thank you!

QUESTIONS



SAVE THE DATE

Motivational Interviewing

In-Person Training

Tuesday, April 3rd

Tacoma, WA

Blood Pressure Guidelines & Measurement

Webinar

Monday, February 26th

12:00 – 1:00 PM

Questions? Contact QualityImprove@wacmhc.org

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