Creating a Lean Culture in Healthcare

Building Leaders – Transforming Hospitals – Improving Care

HealthTechS3 is a 45 year old, award-winning healthcare consulting and strategic hospital services firm based in Brentwood, Tennessee with clients across the United States.

We are dedicated to the goal of improving performance, achieving compliance, reducing costs, and ultimately improving patient care. Leveraging consultants with deep healthcare industry experience, HealthTechS3 provides actionable insights and guidance that supports informed decision making and drives efficiency in operational performance.

Our consultants are former hospital leaders and executives. HealthTechS3 has the right mix of experienced professionals that service hospital clients across the nation. HealthTechS3 offers flexible and affordable services, consulting, and technology as we focus on delivering solutions that can be implemented and provide a positive, measurable impact.
GOVERNANCE & STRATEGY
• Affiliation Consulting
• Executive & Management Leadership Development
• Strategic Planning & Market share Analysis
• Community Health Needs Assessment
• Compliance Consulting Services

FINANCE
• Performance Optimization / Margin Improvement
• Revenue Cycle & Business Office Operations
• Productivity & Staffing Consulting - Optimum Productivity Toolkit

CLINICAL CARE & OPERATIONS
• Continuous Survey Readiness
• Quality Assurance Performance Improvement
• Lean Culture
• Customer Experience
• Clinical Resource Management
• Care Coordination – Primary Care Practice
• Physician Practice & Clinic Assessment
• Long Term Care Consulting
• Swing Bed Consulting
• Perioperative Services Consulting

RECRUITMENT
• Executive Recruitment
• Manager and Clinical Positions
• Physician / Provider Recruitment
• Information Technology Professionals
• Interim Placement

Upcoming Webinars

Survey Readiness, Part 4 – A Focus on Governance and Leadership
Host: Diane Bradley, PhD, RN, NEA-BC, CPHQ, FACHE, FACHCA, Regional Chief Clinical Officer
Email: diane.bradley@healthtechs3.com
Date: May 18th, 2018
Time: 12:00pm CT
Register Here: http://bit.ly/2ozq3RQ

Swing Bed – Just the Questions Please!
Host: Carolyn St.Charles, RN, BSN, MBA, Regional Chief Clinical Officer
Email: carolyn.stcharles@healthtechs3.com
Date: June 1st, 2018
Time: 12:00pm CT
Register Here: http://bit.ly/2oxfyyr

Aligning the Social Determinants of Health to the CHNA
Host: Diane Bradley, PhD, RN, NEA-BC, CPHQ, FACHE, FACHCA, Regional Chief Clinical Officer
Email: diane.bradley@healthtechs3.com
Date: June 15th, 2018
Time: 12:00pm CT
Register Here: http://bit.ly/2F6U05O

Care Coordination: Adding Behavioral Health to your Chronic Care Management Program
Hosts: Faith M Jones, MSN, RN, NEA-BC, HealthTechS3 Director of Care Coordination and Lean Consulting
Email: faith.jones@healthtechs3.com
Date: June 28th, 2018
Time: 12:00pm CT
Register Here: http://bit.ly/2Fb2Fad

www.healthtechs3.com
Instructions for Today’s Webinar

- You may type a question in the text box if you have a question during the presentation.
- We will try to cover all of your questions – but if we don’t get to them during the webinar we will follow-up with you by e-mail.
- You may also send questions after the webinar to our team (contact information is included at the end of the presentation).
- The webinar will be recorded and the recording will be available on the HealthTechS3 website: www.healthtechs3.com

HealthTechS3 hopes that the information contained herein will be informative and helpful on industry topics. However, please note that this information is not intended to be definitive. HealthTechS3 and its affiliates expressly disclaim any and all liability, whatsoever, for any such information and for any use made thereof. HealthTechS3 does not and shall not have any authority to develop substantive billing or coding policies for any hospital, clinic or their respective personnel, and any such final responsibility remains exclusively with the hospital, clinic or their respective personnel. HealthTechS3 recommends that hospitals, clinics, their respective personnel, and all other third party recipients of this information consult original source materials and qualified healthcare regulatory counsel for specific guidance in healthcare reimbursement and regulatory matters.

Faith M Jones, MSN, RN, NEA-BC
Director of Care Coordination and Lean Consulting

Faith Jones began her healthcare career in the US Navy over 30 years ago. She has worked in a variety of roles in clinical practice, education, management, administration, consulting, and healthcare compliance. Her knowledge and experience spans various settings including ambulance, clinics, hospitals, home care, and long term care. In her leadership roles she has been responsible for operational leadership for all clinical functions including multiple nursing specialties, pharmacy, laboratory, imaging, nutrition, therapies, as well as administrative functions related to quality management, case management, medical staff credentialing, staff education, and corporate compliance. She currently implements care coordination programs focusing on the Medicare population and teaches care coordination concepts nationally. She also holds a Green Belt in Healthcare and is a Certified Lean Instructor.
Objectives

Upon completion of the webinar, the participant will understand:
1. The background and history of lean
2. The concept of frontline work
3. The role of managers and executives in developing lean thinkers

Triple Aim
Brief History of Lean

• W. Edwards Deming
  – Improve design and product quality

• Taiichi Ohno
  – Toyota Production Systems

• Jim Womack
  – Lean & LEI (Lean Enterprise Institute)

• Bowen & Spear
  – Decoding the DNA of the Toyota Production System

• C. Jimmerson & D. Sobek
  – Lean for Healthcare

Transforming Culture with Lean

Standardization. Communication.

• Lean methodology…
  – Creates a common language for improvement
  – Researched, evidence based format
  – Patient-centric
  – Improvements identified by those doing the work
Lean Philosophy

...creating value by understanding what customers value

...the continuous pursuit of the perfect process through waste elimination.

Why Toyota?

• Most successful auto manufacturer in the world since 1950
• Best record of introducing new technology
• Best record of employee satisfaction
• Relentless commitment to eliminating waste
The Toyota Way

I. Continuous Improvement
   • Form a long term vision and meet challenges with courage and creativity
   • Always driving for innovation and evolution
   • Go to the source to find the facts to make correct decisions, build consensus and achieve goals

II. Respect for People
   • Make every effort to understand each other, take responsibility and do the best to build mutual trust
   • Stimulate personal and professional growth, share development opportunities, and maximize individual and team performance

jojo: Slowly, Gradually, Steadily

“There’s no genius in our company. We do what we believe is right, trying every day to improve every bit and piece. But when 70 years of very small improvements accumulate, they become a revolution.”

Katsuaki Watanabe, CEO, Toyota Motor Company

Lessons from Toyota’s Long Drive
by: Thomas A. Stewart and Anand P. Raman
July–August 2007 issue of Harvard Business Review
Lean: Simple Formula

Liberate the people who do the work to use a proven method to look at what they do with “new eyes” to identify elements of the work that permit:

- Errors and delay in care/service
- Waste of resources
- Frustration in the workplace

Lean: Simple Outcomes

- Happier workers
- Happier customers
- Increased capacity for work
- Lower operating cost
Key Components

**Concepts**
- IDEAL
- Four Rules in Use
- Seven “Mudas”
- Power of Observation

**Tools**
- Value Stream Mapping
- A3 Problem Solving

Lean Components

Utilities simple and agile Tools and Concepts.
IDEAL

- Exactly what the customer needs/wants,
- Defect free
- One-by-one, customized to each patient
- On demand, exactly as requested
- No waste
- Immediate response to problems or changes
- Physically, professionally, emotionally safe

Rule 1: Specific:
- Content
- Timing
- Sequence
- Outcome

Rule 2: Direct

Rule 3: Pathways

Rule 4: Immediate Response to a problem
Muda

• Confusion*
• Motion
• Waiting
• Processing
• Inventory
• Defects
• Over-production


Power of Observation

Really understand how work currently happens is essential before trying to fix it!
1st Tool - Understanding the Work

Value Stream Mapping

- The view from 10,000 feet
- All activities are recognized as value added or non-value added
- Identifies where there are areas of inconsistency

Example of VSM
2nd Tool - The A3 Problem Solving Process

- View with a microscope
- Tool for “drilling” down into variation in the process
- Documentation of problem solving activity
- Tells the story visually

Example – Swing Bed A3-003

ISSUE # 003 - Underutilization of skilled restorative care

BACKGROUND Skilled restorative care is an acceptable indicator for using swing bed care. However, an review of CAIN swing policies noted this indicator. In FY 2012 only admitted ~200 people to swing beds for hospitalization for all types of care with ~1.5M paid by Medicare for these care in the State of MI.

CURRENT CONDITION

PROBLEM ANALYSIS

TARGET CONDITION

COUNTERMEASURES

IMPLEMENTATION PLAN

Legend

ACN – Acute Care Hospital
OM – Care Manager
GM – Health Improvement Specialist
PD – Program Director
RT – Research Team

Legend

ACN – Acute Care Hospital
OM – Care Manager
GM – Health Improvement Specialist
PD – Program Director
RT – Research Team

Legend

ACN – Acute Care Hospital
OM – Care Manager
GM – Health Improvement Specialist
PD – Program Director
RT – Research Team

Legend

ACN – Acute Care Hospital
OM – Care Manager
GM – Health Improvement Specialist
PD – Program Director
RT – Research Team
Program Design

- Teach a 6 session Workshop Course on site for ~ 12 staff participants that includes 2-5 instructors in training
- Conduct Executive and Management Courses in tandem with Workshop Course
- Train 2-5 on site instructors during the first 6 session Workshop Course
- On site instructors teach the second 6 session Workshop Course and are provided with on site Coaching as they teach
- Facilitate ongoing training, education, and networking of the on site instructors through monthly virtual meetings
- Facilitate ongoing support for the Lean Executive Champion through monthly virtual meetings

Workshop Course Design

- Session 1 – Intro to Lean and Observation
- Session 2 – Current State Value Stream Mapping
- Session 3 – Adding data to your Value Stream Map
- Session 4 – Future State VSM, Future State Plan, and intro to A3 Problem Solving (left side)
- Session 5 – A3 Problem Solving (right side)
- Session 6 – Review, Report out, and Coaching
Executive and Management Course Design

- Session 1 – Intro to LEAN and Leadership Style
- Session 2 – Power of Observation
- Session 3 – Data and Resource Availability
- Session 4 – Value Stream Mapping
- Session 5 – A3 Problem Solving

Leadership Role in the Journey

Create a Vision and Communicate it!

- Where do you want to go?
- By when?
- What do you want your organization to look like when you get there?
- Will you know you’re there when you arrive?
In 20 Months...

**Lean Instructor Network:** 1
**Hospital Facilities:** 13
**On-Site Instructors:** 25
**Lean Courses:** 28
**Participants/Projects:** 291

Projected Annualized Lean Project Savings:
$7.6 Million

Thank you!
If you would like more information or would like to discuss incorporating Lean into your Culture, please feel free to contact me.