

The Power of Observation:

0

The Foundation of your Lean Culture

Building Leaders – Transforming Hospitals – Improving Care



45 Years of Delivering Results

1

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.



STRATEGY – SOLUTIONS – SUPPORT

2



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



3rd Quarter Webinars

3

Cybersecurity – The Challenges Health Care Is Facing

Hosts: Diane Bradley, PhD, RN, NEA-BC, CPHQ, FACHE, FACHCA, Regional Chief Clinical Officer
Johnathan Buice, MBA, MIS, Chief Information Officer, Upson Regional Medical Center
August 17, 2018 at 12pm CST

<https://attendee.gotowebinar.com/register/5158495532668071939>

Community Health Needs Assessment: Strategies for Engaging The Community

Host: Carolyn St.Charles, RN, BSN, MBA, Regional Chief Clinical Officer
September 7, 2018 at 12pm CST

<https://attendee.gotowebinar.com/register/7298966495506133251>

Expert Evidence-Based Assistance – Where It Matters Most

Host: Diane Bradley, PhD, RN, NEA-BC, CPHQ, FACHE, FACHCA, Regional Chief Clinical Officer
September 19, 2018 at 12pm CST

<https://attendee.gotowebinar.com/register/1192772595559127043>

Incorporating Community Resources In To Your Care Coordination Program

Host: Faith M Jones, MSN, RN, NEA-BC, HealthTechS3
Director of Care Coordination and Lean Consulting
September 20, 2018 at 12pm CST

<https://attendee.gotowebinar.com/register/4057351130124915459>

Questions & Answers On Executive Placement

Host: Peter Goodspeed, HealthTechS3, Vice President of Executive Search
September 28, 2018 at 12pm CST

<https://attendee.gotowebinar.com/register/6698734301810318339>

ALL WEBINARS ARE RECORDED

www.healthtechs3.com



Instructions for Today's Webinar

4

- ✓ 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 web site: www.healthtechs3.com



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.



HEALTHTECHS³

5



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.

Healthcare
Focus

45 Year
Company History

Experienced
Consultants

Technology
Partnerships

Objectives

6

Upon completion of the webinar, the participant will understand:

1. The concept of going to Gemba
2. The observation process
3. The value of asking the right questions



Transforming Culture with Lean

7

Standardization. Communication.

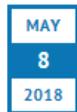
- Lean methodology...
 - Creates a common language for improvement
 - Researched, evidence based format
 - Patient-centric
 - Improvements identified by those doing the work



Transforming Culture with Lean

8

More Information...



Creating a Lean Culture in Healthcare

Hosts: Faith M Jones, MSN, RN, NEA-BC, HealthTechS3 Director of Care
Coordination Email: faith.jones@healthtechs3.com Date: May 8th, 2018 Time:
12:00pm CT Description: By now, most people in healthcare are familiar with
the phrase "The Triple Aim": Better health for the population; better care for
the individual; and lower costs through improvement. :

<https://www.healthtechs3.com/past-webinars/>

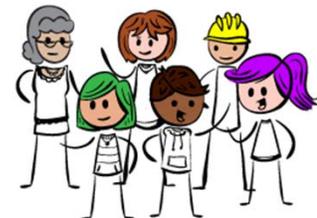


Lean: Simple Formula

9

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



Key Components

10

Concepts

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



Tools

- Value Stream Mapping
- A3 Problem Solving



Power of Observation

11

Really understand how work currently happens is essential before trying to fix it!



Direct Observation

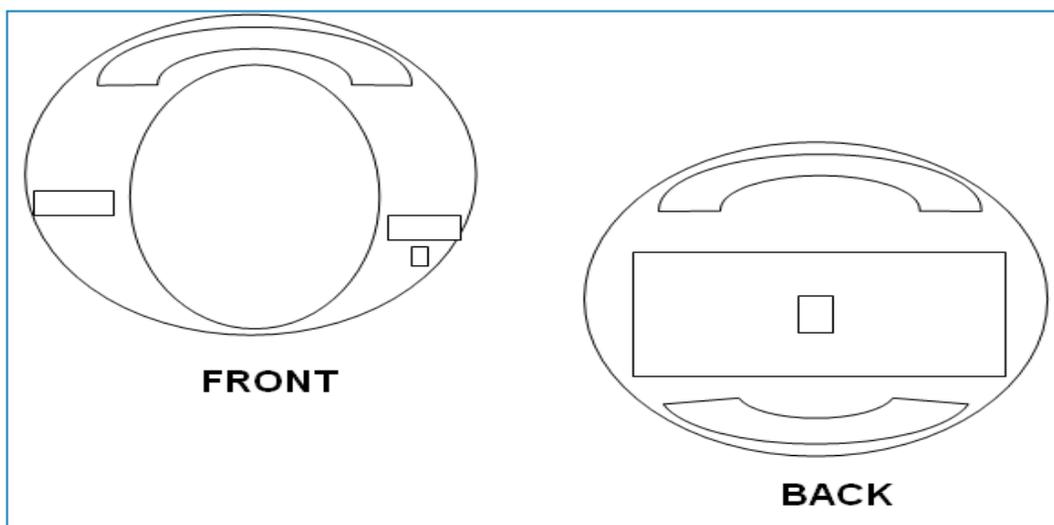
12

- All work redesign is based on DIRECT OBSERVATION OF THE WORK
 - **Not** how you think it is or how you believe it should be or what the policy says it is
 - It is what is actually occurring
 - Seeing something a million times is not the same as doing an observation and really “**seeing**” it



What's on a Penny?

13



A Basic Tenet of Lean

14

Deeply understanding how work currently happens is essential **before** trying to fix it!



Going to Gemba

15

Gemba Walk

- Go See
- Ask Questions
- Show respect



<http://www.lean.org/shook/displayobject.cfm?o=1843>



“Seeing it”

16

- What are you looking for?
 - Purpose
 - Process
 - People



The logo for HEALTHTECHS3, featuring a blue cube icon to the left of the text "HEALTHTECHS3".

Prepare

17

- **Think about the answers to these questions.....**
 - What is the purpose of the process?
 - How would I define the process?
 - Who are all of the people involved in the process?



The logo for HEALTHTECHS3, featuring a blue cube icon to the left of the text "HEALTHTECHS3".

Current State

18



*Understanding and
Communicating the
role of the observer to
those being observed*



 HEALTHTECHS³

Direct Observation

19



Don't:

- *Be overbearing*
- *Offer advice*
- *Jump in an help*
- *Take over or correct*

Do:

- *Be quiet*
- *Blend into the background*
- *Document everything you see*
- *Share your observations*



 HEALTHTECHS³

Socratic Questioning

20

Socratic questioning seeks meaning and truth

- Connected with critical thinking
- Art of questioning is important to excellence of thought
- Systematic
- In depth
- Interest in assessing the truth or plausibility of things.



 HEALTHTECHS³

Socratic Questioning

21

Clarify Thinking/Doing

- 'Why do you say/do that?', 'Could you explain further?'

Challenge Assumptions

- 'Is this always the case?', 'Why do you think that this assumption holds here?'

Gather Evidence

- 'Why do you say that?', 'Is there reason to doubt this evidence?'

Alternative Viewpoints

- 'What is the counter-argument?', 'Can/did anyone see/do this another way?'

Implications and Consequences

- 'But if...happened, what else would result?', 'How does...affect...?'

Question the Question

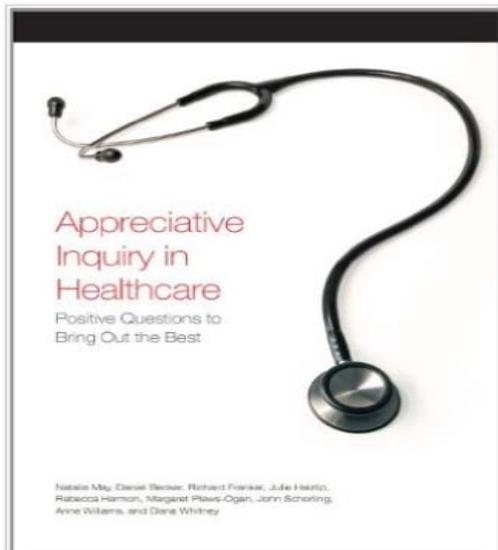
- 'Why do you think that ... asked that question?', 'Why was that question important?', 'Which of your questions turned out to be the most useful?'

https://en.wikipedia.org/wiki/Socratic_questioning

 HEALTHTECHS³

Appreciative Inquiry

22



“Focus on, Study, and Engage in dialogue about:

- **Strengths**
- **Patterns of Success**
- **Who they are at their Best” p.3**



Daily Observation

23



Personal Perception

- Multi-tasking vs. Mindfulness

Purpose “full” Parameters

- Policy & Procedures
- Workflows
- Organizational Cultural Expectations

Mind your P’s to improve your Queues!



Multi-tasking is NOT your Friend

24



Executive Control Processes

Stage 1: Goal Shifting

- "I want to do this now instead of that"

Stage 2: Rule Activation

- "I'm turning off the rules for that and turning on the rules for this"

Even brief mental blocks created by shifting between tasks can cost as much as 40 percent of someone's productive time – David Meyer, PhD

<http://www.apa.org/research/action/multitask.aspx>



Cultural Alignment Awareness

25



Observe for Mixed Messaging

- Cultural (Corporate)
 - Mission, Values, Strategic Plan...etc.
 - Workflows
- Spatial/Visual
 - Signage, Forms, Paperwork, Media
- Linguistic
 - Different cultures, industries, roles, departments, etc.



Mindfulness

26

Advantages of Integrating Mindfulness in the Workplace

- **Improves executive functioning by improving inhibition abilities**, (Gallant , 2016).
- **Improves job performance, even when controlling for workers' level of engagement in service industry workers**, (Dane & Brummel, 2014).
- **Increases the number of contract hours worked by employees**, (De Bruin, Formsma, Frijstein, & Bögels , 2017).
- Office employees who participated in an eight-week mindfulness intervention **experienced lower levels of work-related stress, greater job satisfaction, and, ultimately, enhanced job performance as rated by their employers** (Shonin, Van Gordon, Dunn, Singh, & Griffiths, 2014).



<https://positivepsychologyprogram.com/benefits-of-mindfulness/>



Thank you!

27



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

28



HEALTHTECH S³
strategy solutions support



Dallas Office
2745 North Dallas Parkway,
Suite 100, Plano, TX 75093



Brentwood Office
5110 Maryland Way, Suite 200
Brentwood, TN 37027



Our Phone
Main Office: 615.309.6053
Executive Placement: 972.265.4549



Email
Faith Jones
Faith.Jones@healthtechs3.com
307-272-2207

