



cutting through complexity™

The Lean Healthcare Journey – Beyond Early Wins

Presentation for OHA HealthAchieve

November 7, 2011



Today's Discussion

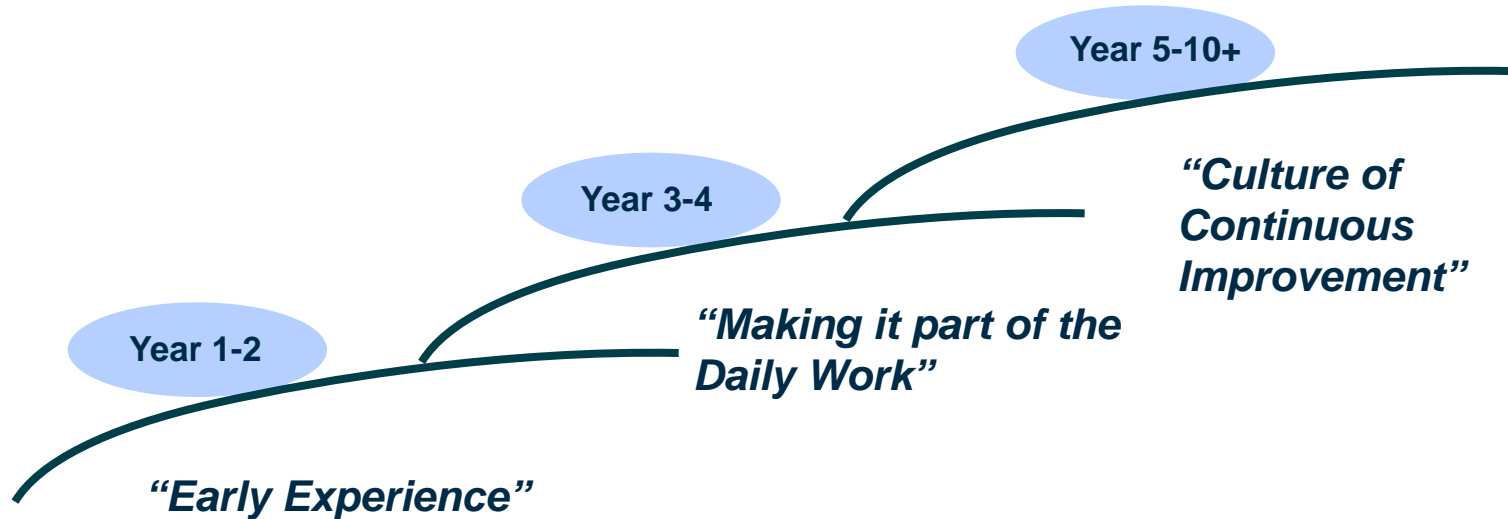
1 What does the Lean journey look like in Canadian healthcare?

2 Where do organizations typically struggle to scale and sustain gains?

3 How can Lean Leaders accelerate their improvement journey?

4 Discussion

Lean Improvement Journey: The Textbook Version



Goals

- **Islands of improvement** in selected areas
- Improvements **focused on key Value Streams**
- **Improvement goals are tied to True North goals**

Resources

- **“Project” Infrastructure** put in place to lead the work
- **Senior team leading the change**
- **80+% of improvement occurring through daily events**

Focus

- Focus is on **operational improvements**
- Increasing focus on the **management system and people**
- Increasing focus on **culture and capabilities** (i.e. leader as coach) – “Respect for People”

Capabilities

- **Capabilities starting to be built with a few people**
- **Awareness and education across the organization**
- **Capability building tied to advancement** (including coaching and mentoring)

But is the real journey so simple?

Idealized

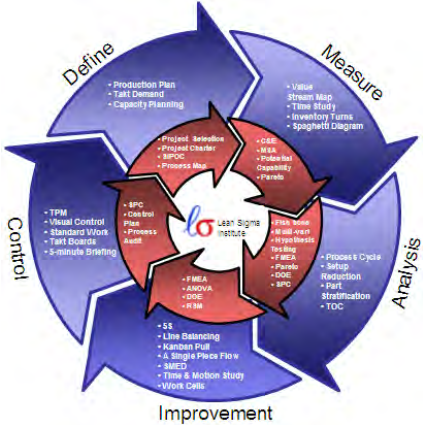


Reality

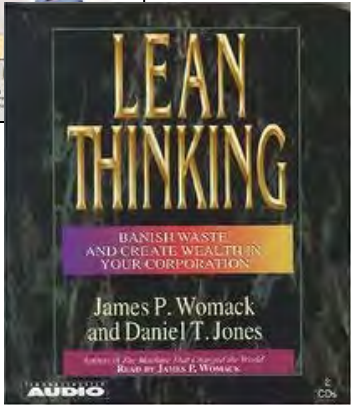
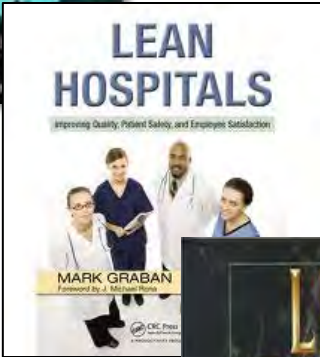
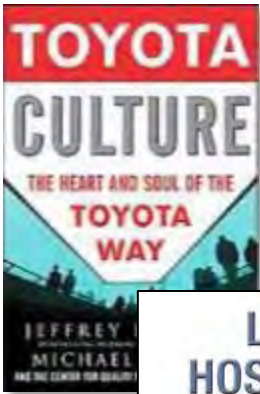


We have a good understanding of the theory...

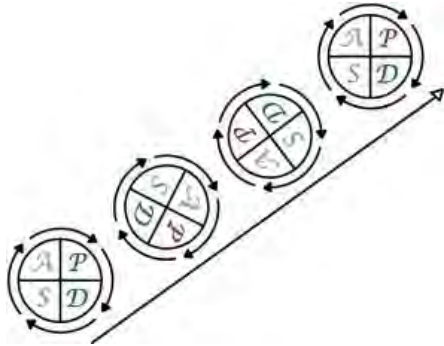
Frameworks



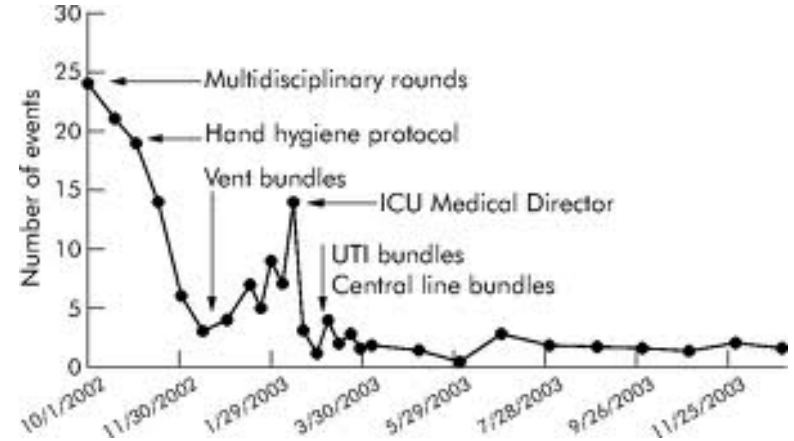
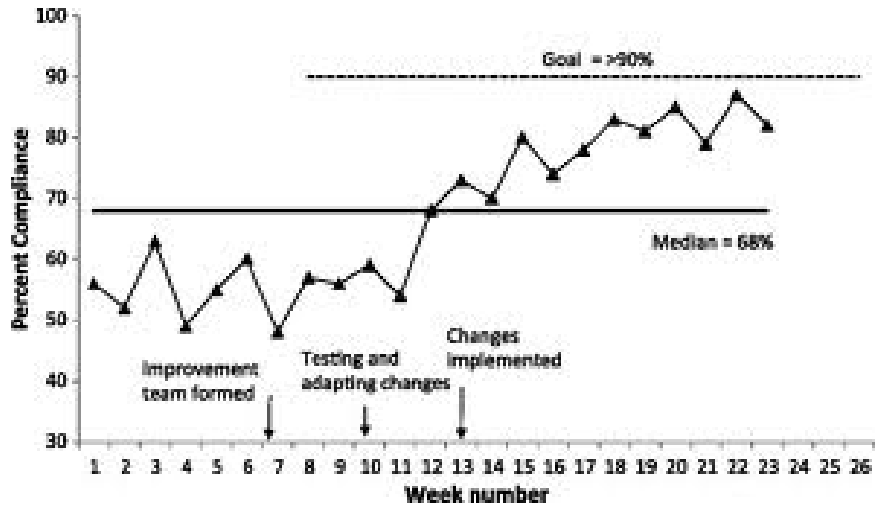
Literature



Tools



... an increasing number of case studies....



...and strong pressure to improve quality, access and costs...

Back to Cohn: Prepare for post-election pain, no matter who wins Ontario vote

Cohn: Prepare for post-election pain, no matter who wins Ontario vote

August 20, 2011

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The commission is no stealth mission, but it is flying under the mandate, embedded in the last budget, is to seek out government identify services for privatization.



NEWS CANADA

Province looks to curb hospital executive pay

ANTONELLA ARTUSO, QUEEN'S PARK BUREAU CHIEF

FIRST POSTED: MONDAY, MAY 03, 2010 12:37 PM EDT | UPDATED: MONDAY, MAY 03, 2010 12:40 PM EDT

Recommend

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Report an error

Ontario will introduce legislation that links hospital executive pay to quality improvement targets

The "Excellent Care for All" Act - the government require hospitals to develop and post annual

Hospitals will develop patient and employee complaints process.

"The government is improving the quality of making it more accountable to patients," He a statement

BGH aims to reduce falls, improve hand hygiene

By STEVE PETTIBONE, STAFF WRITER

Posted 8 months ago

Fewer falls, more effective hand hygiene and improved medication reconciliation are three core areas for

to Civilian General Hospital improvement plan (QIP) now website.

g effort by hospitals across standards of the Excellent Care 10 by the Ontario

the hospital's quality committee at Monday night's board meeting

identified "specific smart objective document keys on processes, rationalized us to focus more on process of the year, we will be looking in the province."

Hospital bed crisis leads to longer wait times

By CAROL MULLIGAN, THE SUDBURY STAR

Posted 3 months ago

Hospital administrators and provincial politicians are going to have to show stronger leadership to produce the "seismic shift" in thinking needed to improve wait times and ease bed pressures at Canadian hospitals, says a Sudbury doctor.

Dr. Chris Bourdon, chief of staff at Sudbury Regional Hospital, says it will take creative and innovative thinking - and putting the focus back on the patient - to improve timely access to health care services.

What are we missing?

- Approach for building the capabilities needed (Lean + change) AND regular improvement work tied to core metrics**
- Practical ‘Lean Management’ model that supports scaling and sustaining performance across the organization/system**
- Discipline to clearly capture and communicate performance gains**

Today's Discussion

1 What does the Lean journey look like in Canadian healthcare?

2 Where do organizations typically struggle to scale and sustain gains?

3 How can Lean Leaders accelerate their improvement journey?

4 Discussion

Top Reasons for Why a Lean Journey Struggles

Capabilities & Improvement Work

1. Not involving HR to build broad capability - seeing the effort as operational
2. Not supporting managers / directors for their new role
3. Focus on “Lean Tools”
4. Not linking Lean / QI to the “daily work”

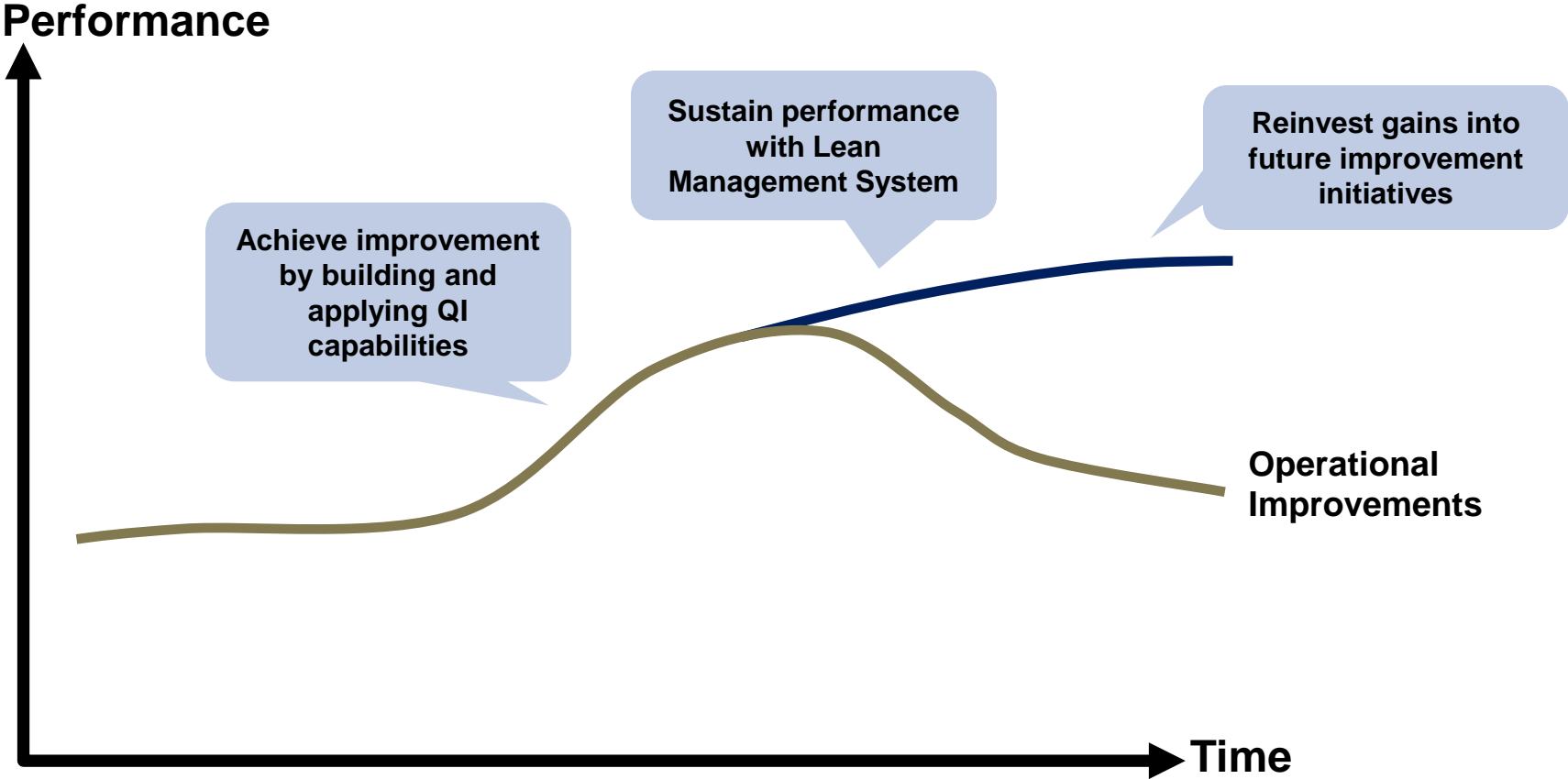
Lean Management System

5. Healthcare priorities and improvements not connected
6. Leaders delegating Lean to others
7. Losing interest once implementation starts – “Squirrel!”
8. Continue to rely on the “heroic recovery”, not the process
9. Issues and problems not visible

Capturing Gains

10. Using the wrong measures for success – i.e. number of events
11. “Lazy Farmer” – forgetting to harvest and invest performance gains

Bridging the Sustainability Gap



Sustainable

Lean Operations require Lean Management

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1. Systematically build capabilities and....

Tailor the expertise you build directly to your organization's performance goals

HOSPITAL

Lean Capability Building Strategy (2010/11)						
	Awareness	Yellow Belt	Green Belt	Coach		
Pre-req	No Prerequisites	Awareness Training Additional Readings	Awareness Training Additional Readings	L2 Certified Additional Readings Participation in a Lean Project	L2 Certified Additional Readings	
Time	3 hours	1 day	2 days	1 week	1 week	
Training Modules	Introduction to Lean Lean Simulation (Airplane - Sim)	Lean Value Stream Mapping and Analysis Lean Problem Solving - A3 Thinking / PDSA Introduction to Sustainability - LMS Running an Effective Meeting	Data Collection Planning and Tools Data Analysis and Interpretation Strategies for Achieving Flow Visual Management, 5S and SOPs Communication	Understanding Demand/Capacity Project Management Stakeholder Engagement Conflict Management Sustainability - LMS Advanced	Strategy Deployment - LMS Leading a Team / Coaching Facilitation Gaining Influence / Buy In Leading a Lean Project	
Outcomes	<ul style="list-style-type: none"> Understanding of key lean principles and one's role in organizational improvement 	<ul style="list-style-type: none"> Understanding of value stream concepts Understand how A3 thinking to solve, including cause and effect 	<ul style="list-style-type: none"> Ability to plan and execute data collection and interpretation Understanding of lean tools and techniques 	<ul style="list-style-type: none"> Understanding of advanced Lean principles Able to lead an improvement effort effectively, from initiation to sustainment 	<ul style="list-style-type: none"> Ability to serve as a coach/mentor to develop capability with organization Able to link improvement efforts to strategy 	

Balance tools with practical 'soft' skills (e.g., conflict management)

Support specifically for frontline managers

Tie the investment in learning to targeted improvement projects

1. ...apply through improvement work tied to core metrics

Organization breakthrough goals cascade from organizational goals



Unit performance is tracked transparently

Improvement is part of 'daily work' and is tied directly to organization goals - continuous daily improvement and projects (Kaizen, Transformation)

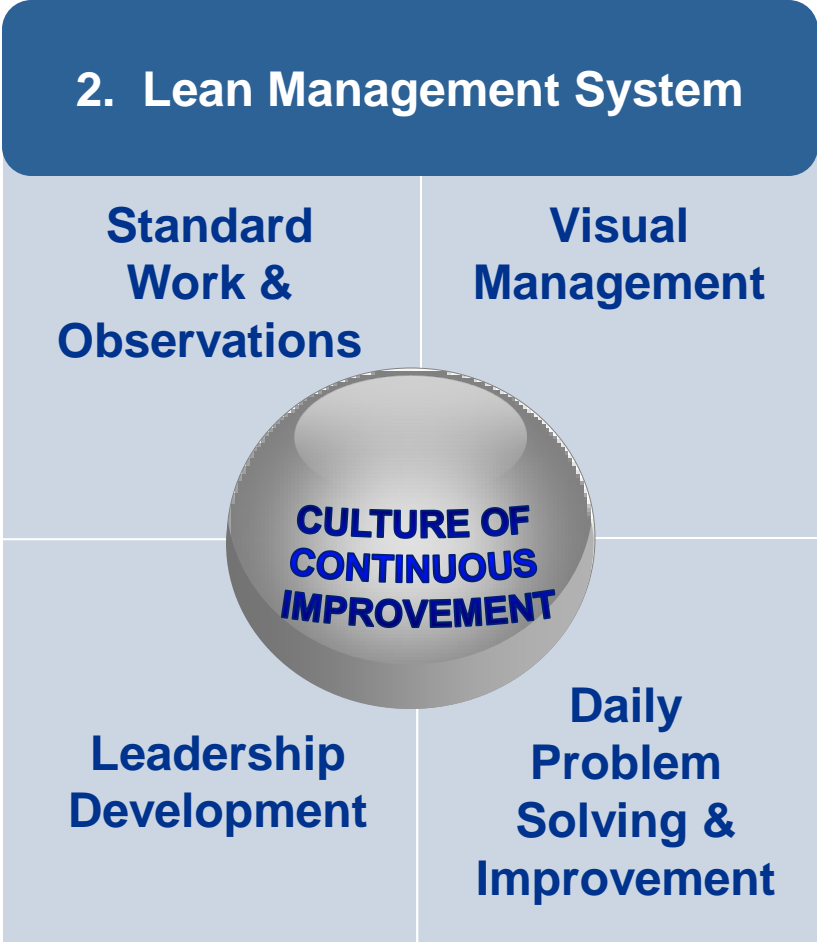
2. Lean Management System

**'Lean'
Management
System**



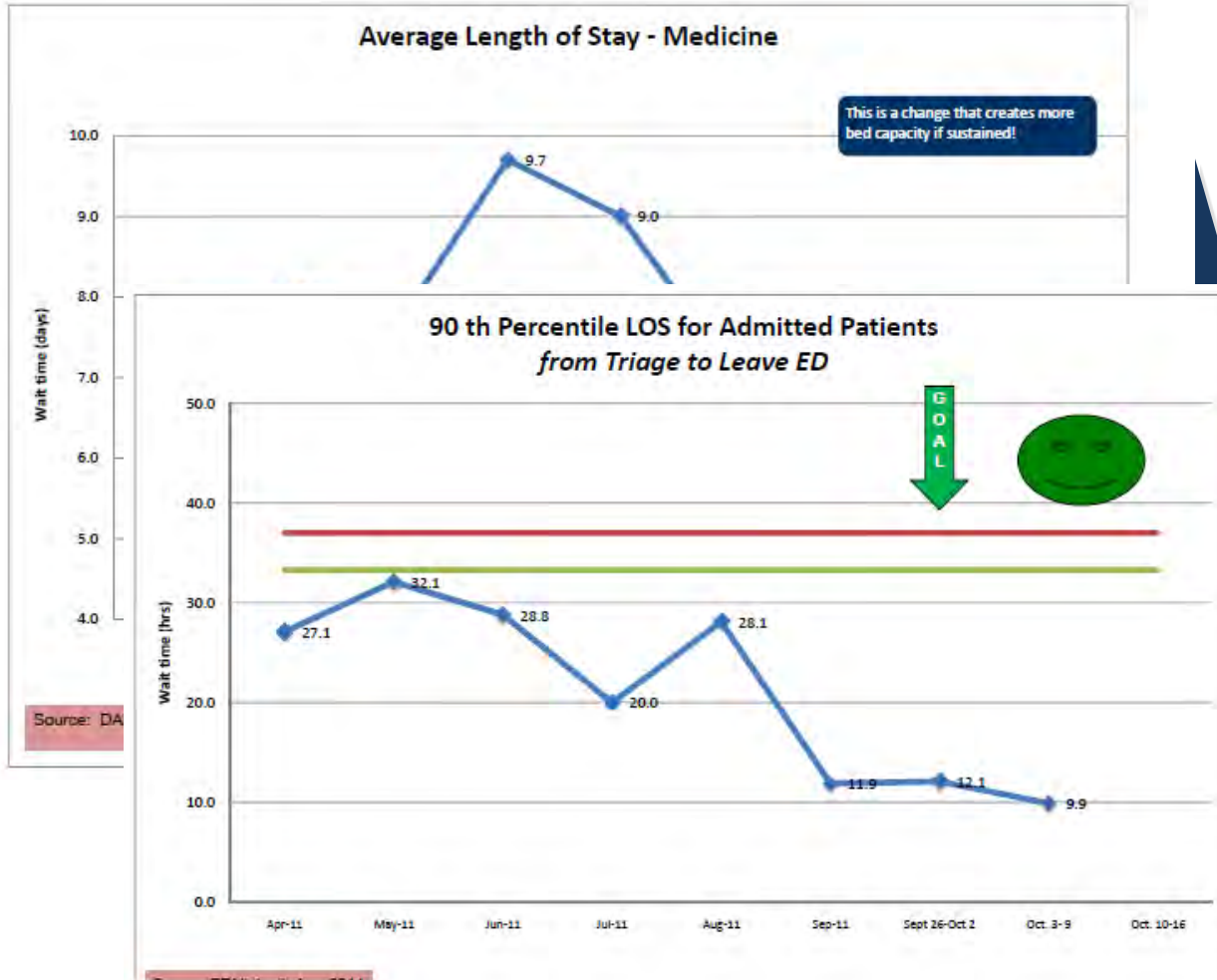
2. Lean Management System

1. Cascaded Goals and Accountabilities



3. Capture and communicate how you are reinvesting gains

Community Hospital results – week 8 of pilot (as of Oct/11)



Imagine you were the CEO of this hospital and the 1.5 day improvement in inpatient LOS was sustained....what would you do with the 'unlocked' capacity?

- Increase volume while holding costs
- Reduce costs while maintaining volume
- Improve clinical outcomes?
- Improve the patient experience?
- Something else??

How can Lean Leaders accelerate the journey ?

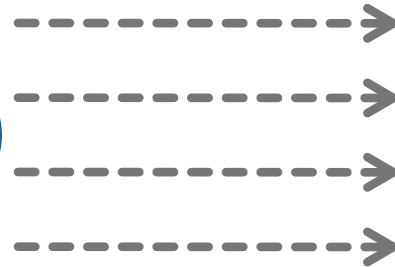
“If you don’t know where you’re going,
you might end up some place else.”
- *Yogi Berra*

Create a roadmap for your journey



Where are we now?

Where do we want to be?



How do we successfully navigate from “here” to “there”?

Case Study Discussion: St. Mary's General Hospital




Don Shilton, President

Lydia Chudleigh, Vice President, Quality and Performance Management

To be the *safest and most effective* hospital in Canada, characterized by *innovation, compassion and respect.*

Where did St. Mary's Begin? The What: Strategic Directions and Goals

		Strategic Direction	Strategic Goals 2011-2013
<p>VISION <i>St. Mary's will be the safest and most effective hospital in Canada characterized by innovation, compassion and respect.</i></p> <p>MISSION <i>To continue the healing ministry of Christ consistent with our Catholic traditions and values.</i></p>	1	<p>QUALITY & SAFETY <i>We will provide safe, kind, effective and timely care in an environment of inquiry and learning.</i></p>	<p>1.To increase the reporting of medication incidents by 50% per year. 2.To reduce hospital-acquired MRSA infections by 25% per year. 3.To reduce ED wait times for admitted and non-admitted patients by 5% per year by improving the flow of patients throughout the hospital.</p>
	2	<p>PATIENT AND FAMILY-CENTRED CARE <i>We will ensure that the patient and their family are at the centre of everything we do, every encounter, every day.</i></p>	<p>1.To reduce the percentage of patients who score us Poor or Fair on patient satisfaction surveys by 25% per year. 2.To engage 50 patients and families per year in the review of our care and services and include them in building new processes. 3.To enhance our care and services for the elderly by engaging the broader community in building new models of care.</p>
	3	<p>OUR PEOPLE <i>We will foster a positive and productive culture that engages our greatest resource—our staff, physicians and volunteers.</i></p>	<p>1.To achieve a 75% participation rate in the employee survey. 2.To implement 6 Rapid Improvement Events (cross-departmental process reviews) per year involving staff, physicians, volunteers and patients/families 3.To implement one thousand (1,000) measurable improvements per year. 4.To facilitate the involvement of our staff and physicians in the International Outreach Program.</p>
	4	<p>FINANCIAL STEWARDSHIP <i>We will invest our resources to achieve this vision.</i></p>	<p>1.To decrease the proportion of non-value added activity for the patient by 10% through Rapid Improvement Events. 2.To implement 2 innovative opportunities per year for revenue generation through partnerships and business development. 3.To balance our budget while improving our financial health.</p>

Why did St. Mary's choose to use Lean management principles?

Our Patients: Lean has been proven to improve patient safety and patient satisfaction



Hôpital St-Boniface Hospital

Reduced Hospital Standardized Mortality rate by 30%

THEDA CARE

32% improvement in patient satisfaction

Our Hospital: Lean has been proven to make hospitals more efficient and more financially sustainable



Hôpital St-Boniface Hospital

Reduced supply chain cost by \$1MM per year

THEDA CARE

21% reduction in cost per case

Our People: Lean has been proven to improve staff satisfaction



Hôpital St-Boniface Hospital

50% reduction in % of staff who were "not engaged" in their work

THEDA CARE

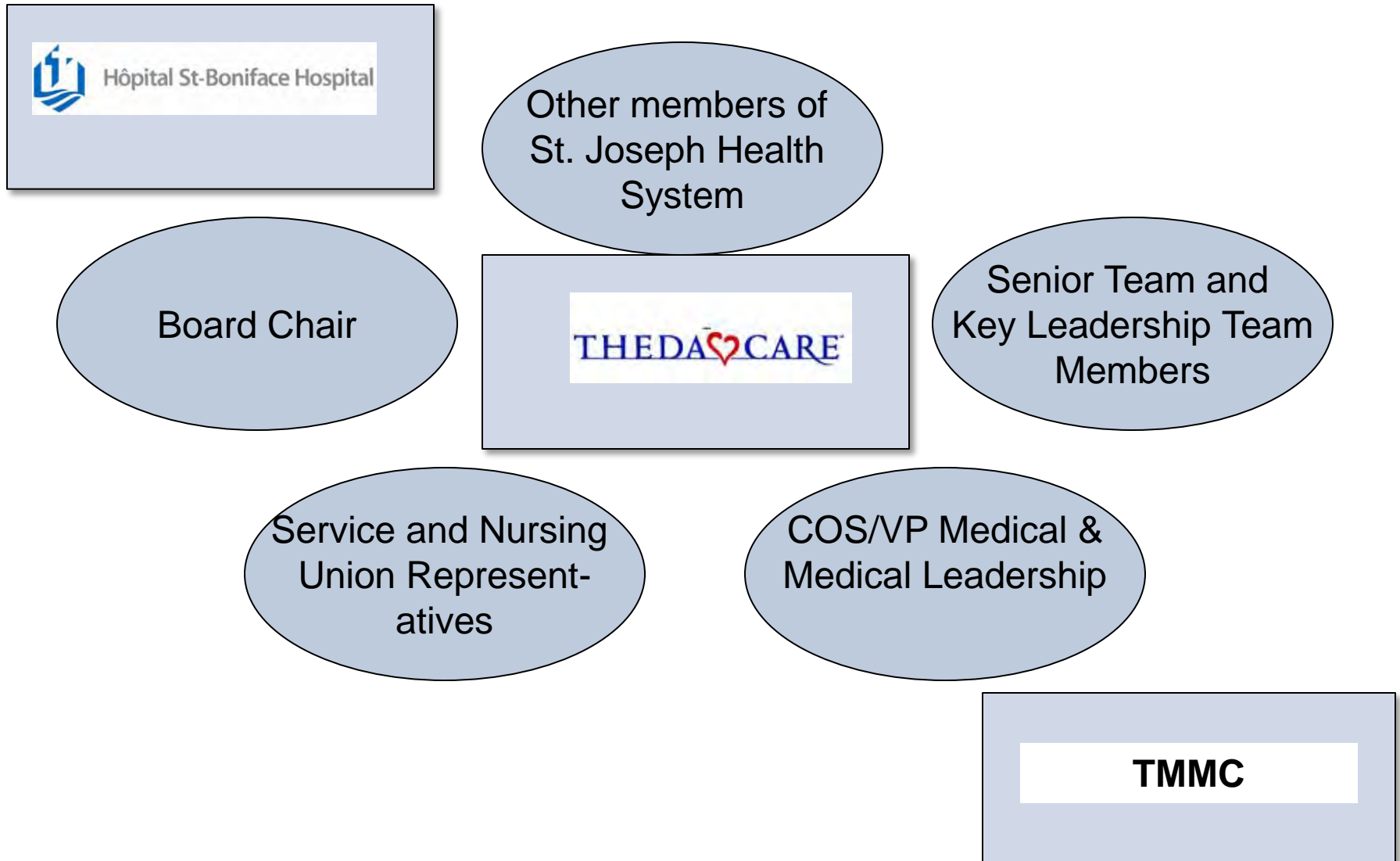
Improved average staff satisfaction from 4.5 to 5 (out of a 6 point scale)

Performance Improvement Pulse Check: Diagnostic Survey

Summary of Results

Content Area	Assessment
Strategy Deployment	25%
Visual Management	50%
Regular Problem Solving Methods	25%
Leader Standard Work	25%
Change Readiness	75%

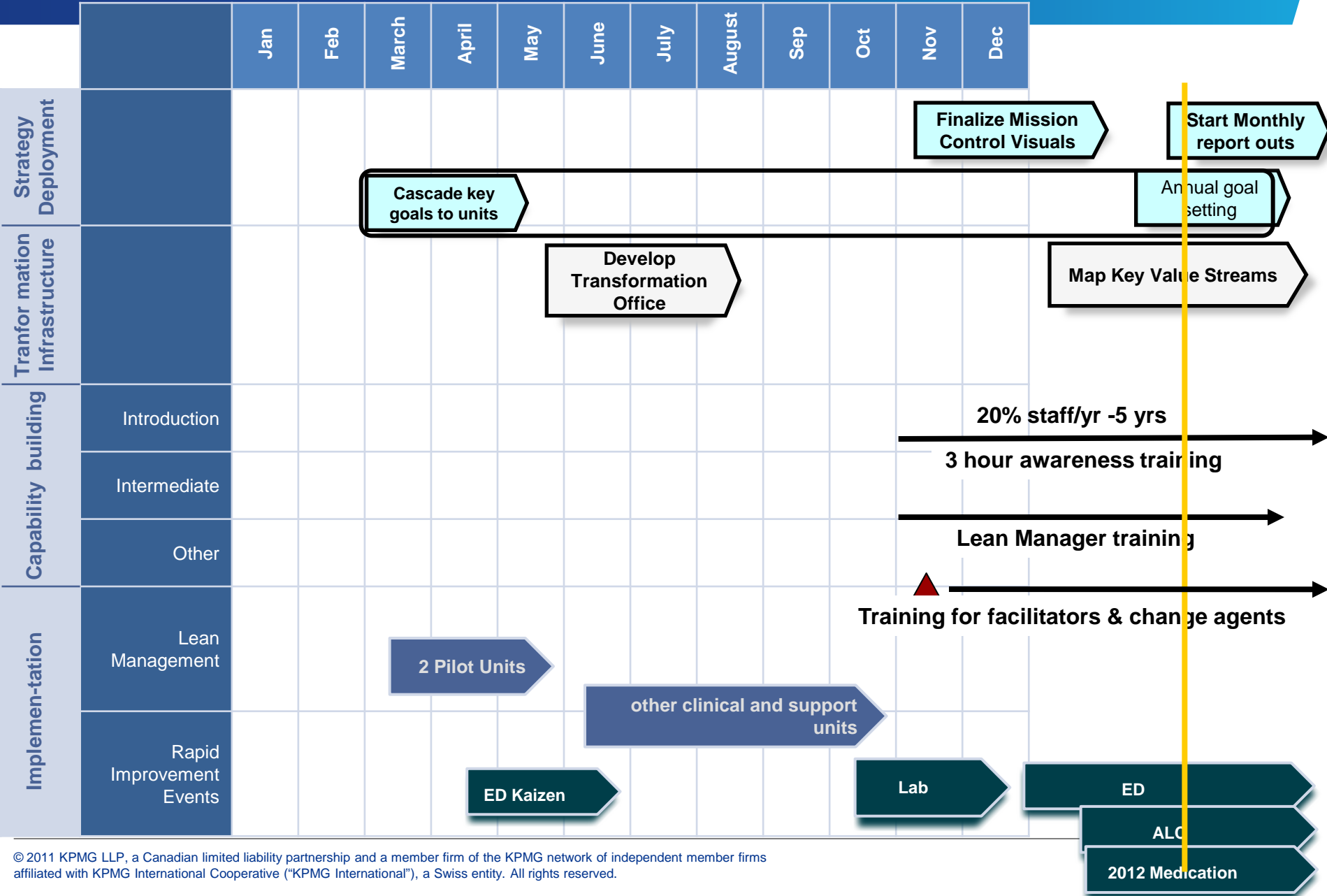
What will our Performance Improvement System Look Like?



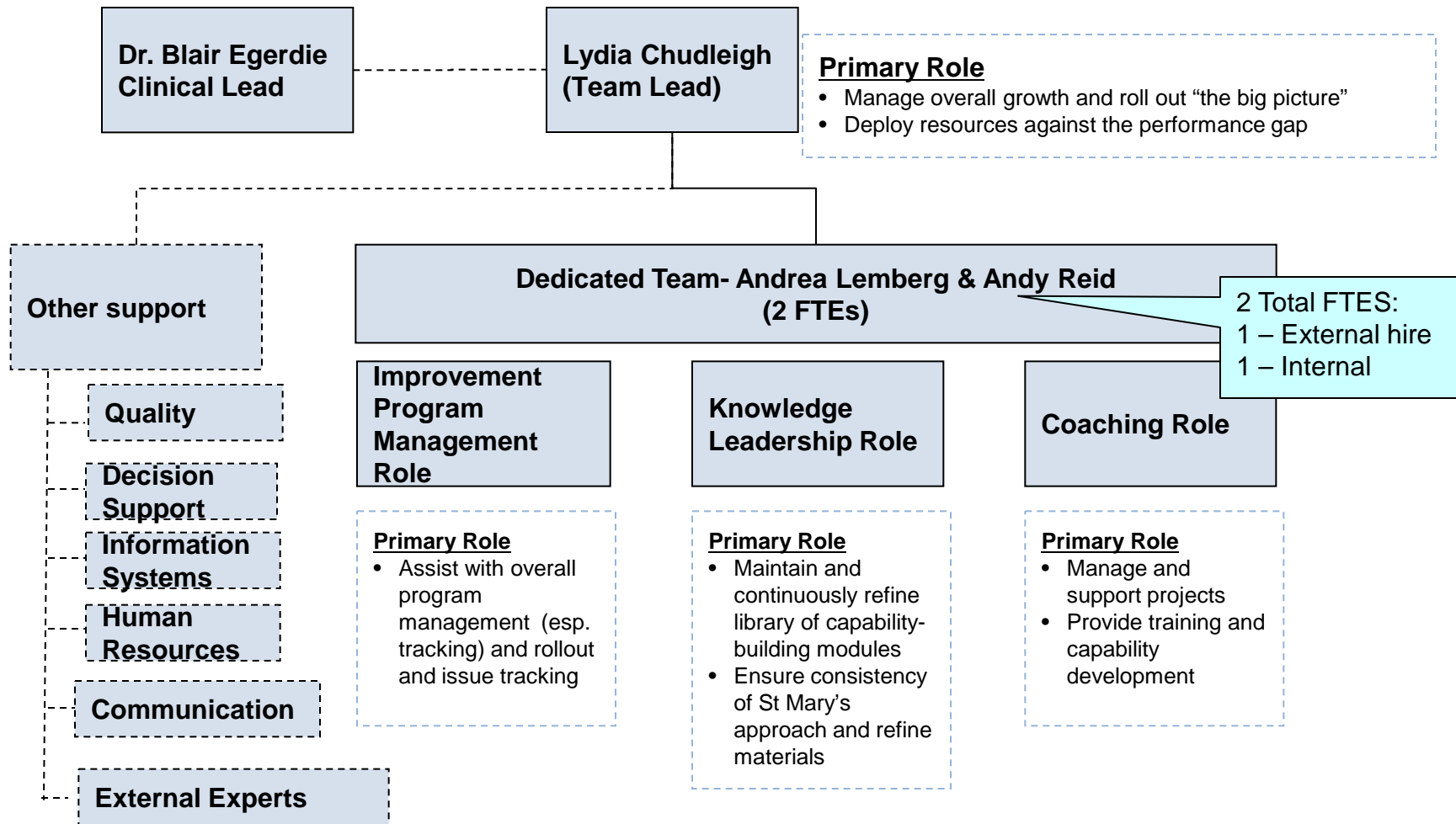
Performance Improvement Roadmap 2011/12

- Cascade St. Mary's Strategic goals across organization
- Setup infrastructure to drive improvement efforts going forward
- Setup infrastructure to report on progress
- Provide Lean Training to all managers, transformation office staff and 20% of all front line staff
- Roll-out Lean Management to entire hospital
- Run 6 Kaizen events

Performance Improvement – Roll-Out 2011/12



Performance Improvement Team: Structure



Aligning and Cascading Goals

Example: Patient and Family Centred Care



Strategic Direction

We will ensure that our patients and their family are at the centre of everything that we do, every encounter, every day

Organization Goal:

We will reduce the percentage of patients who score us poor or fair on patient satisfaction survey by 25% per year



Unit Specific Goals

We will start 80% of our first cases of the day on time
We will call 100% of our outpatients within 24hrs



Unit Specific Metrics

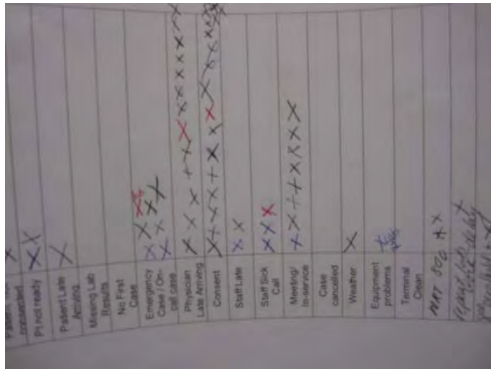
- On Time Starts
- Patient Call Backs
 - % Patient called
 - % Patient contacted

Daily Unit Huddles Running Across Hospital by July 1 2011

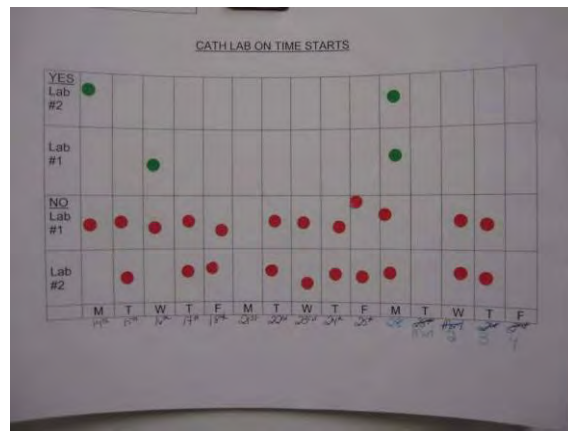


Visual Controls

Simple is better: hand tracked metrics are just fine



Performance should be easy to infer



Metrics should be organized and easy to link to key goals for the unit

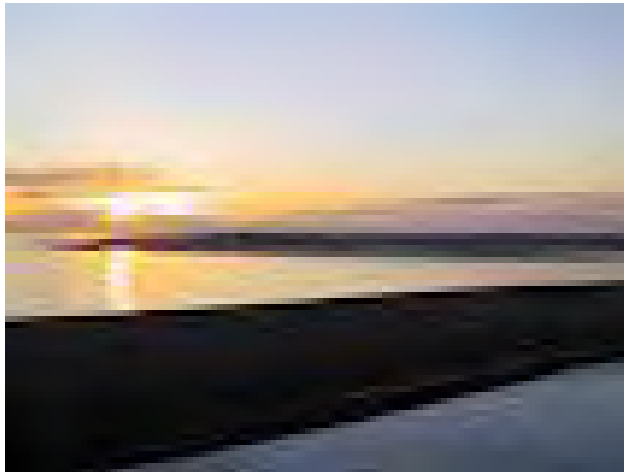
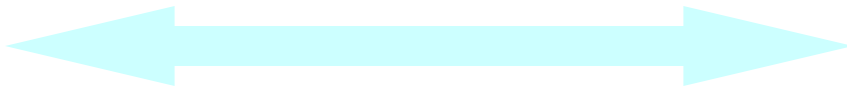


Looking Back.....

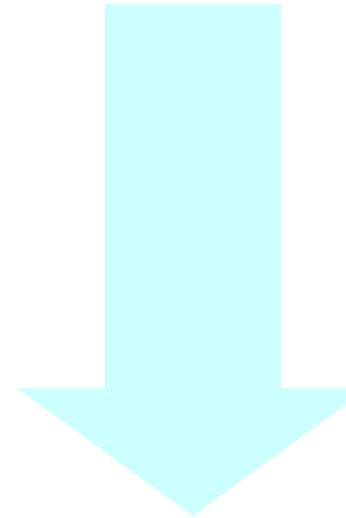


Should we have used an organization-wide approach?

Should we have chosen a specific program at one time (narrow and deep)?



OR

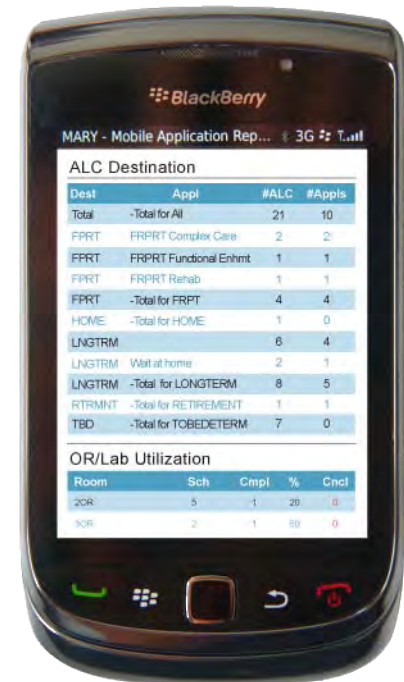


Capability Building Plan

Employee Group	Awareness (Run 12x per year)	Level 2 (3 Day Leader training) 1-3 X per year	Level 3 (Run 2x per year)	Level 4 (Run 1x per year)	Other (As needed)
Front Line Staff (~1,200 people)	20% of existing staff per year Started Sept. '11		2012/2013		
Volunteers (~100 people)	Key individuals				
Physicians					Physician focused session
Senior Team					Senior Team focused sessions
Managers/Leaders		All Managers Started Aug. '11	Selected Managers and other informal leaders	Selected Managers and other informal leaders	
Performance Management Team	All	All	All	All	

MARY

Mobile analytics repository



LESLIE SLABON
CLINICAL MANAGER
ST. MARY'S GENERAL HOSPITAL

“MARY promotes team atmosphere! If a bed is available you can now see it and the activities in the hospital are now transparent.”

Importance of Sharing with Others

“Selflessly helping each other when needed, in the amount needed, is the heart of just-in-time.”

– Dr. Sami Bahri



Informal Site Visits

- Other industries
- Other hospitals
- Network Groups

Health Care Value Leader Network

Gemba Visits

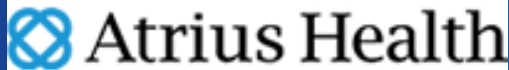
Annual Summit

Assessment

Affinity Groups- HR

On-line forums

Other Resources/events



A member of Mercy Health Network

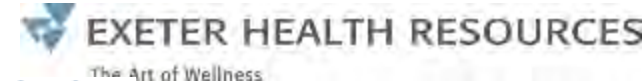


McLeod Health

The Choice for Medical Excellence



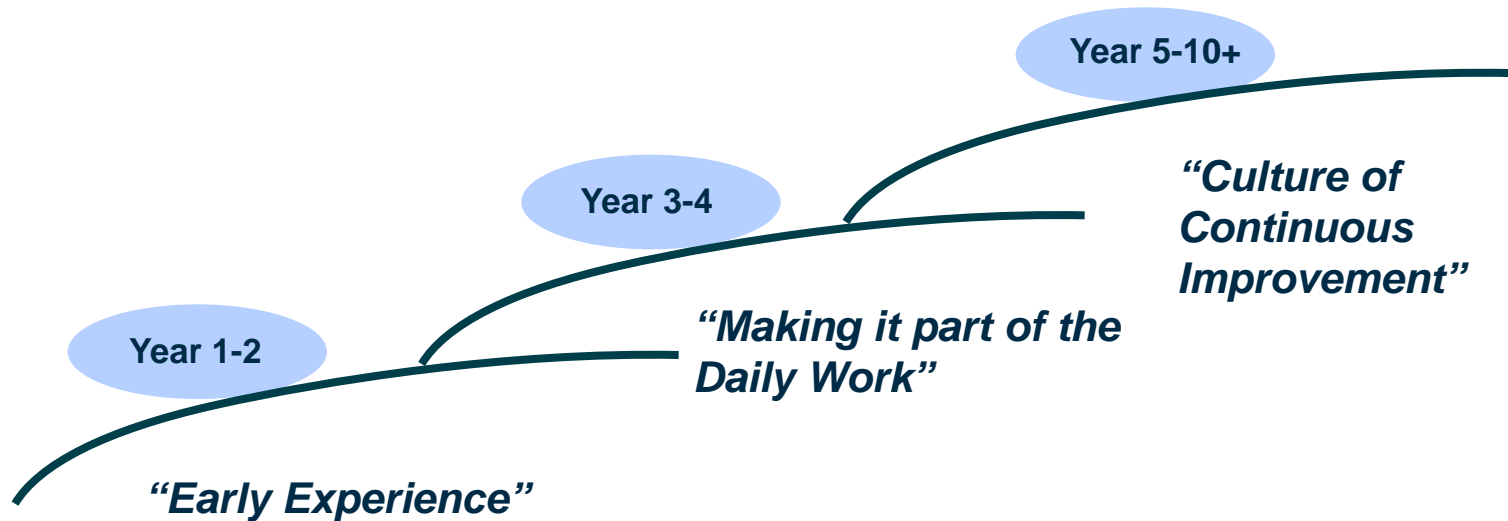
HENRY FORD WEST BLOOMFIELD HOSPITAL



Physician Engagement

- **Have a physician leader as part of your team**
- **Use your performance improvement system to help solve their problems— Ultimately we all want the same thing--- to improve quality and safety for patients**
- **Preference for Project Work vs. Daily Improvement**
- **Find the early adopters recognize— Nuclear Medicine**
- **Connect your physicians with physicians from other organizations that can speak for the success of this approach**

Lean Improvement Journey: St. Mary's Version



Goals

- Islands of improvement in selected areas ✓
- Improvements focused on key Value Streams ●
- Improvement goals are tied to True North goals ✓

Resources

- "Project" Infrastructure put in place to lead the work ✓
- Senior team leading the change ●
- 80+% of improvement occurring through daily events ✓

Focus

- Focus is on operational improvements ✓
- Increasing focus on the management system and people ●
- Increasing focus on culture and capabilities (i.e. leader as coach) – "Respect for People" ●

Capabilities

- Capabilities starting to be built with a few people ✓
- Awareness and education across the organization ✓
- Capability building tied to advancement (including coaching and mentoring) ●

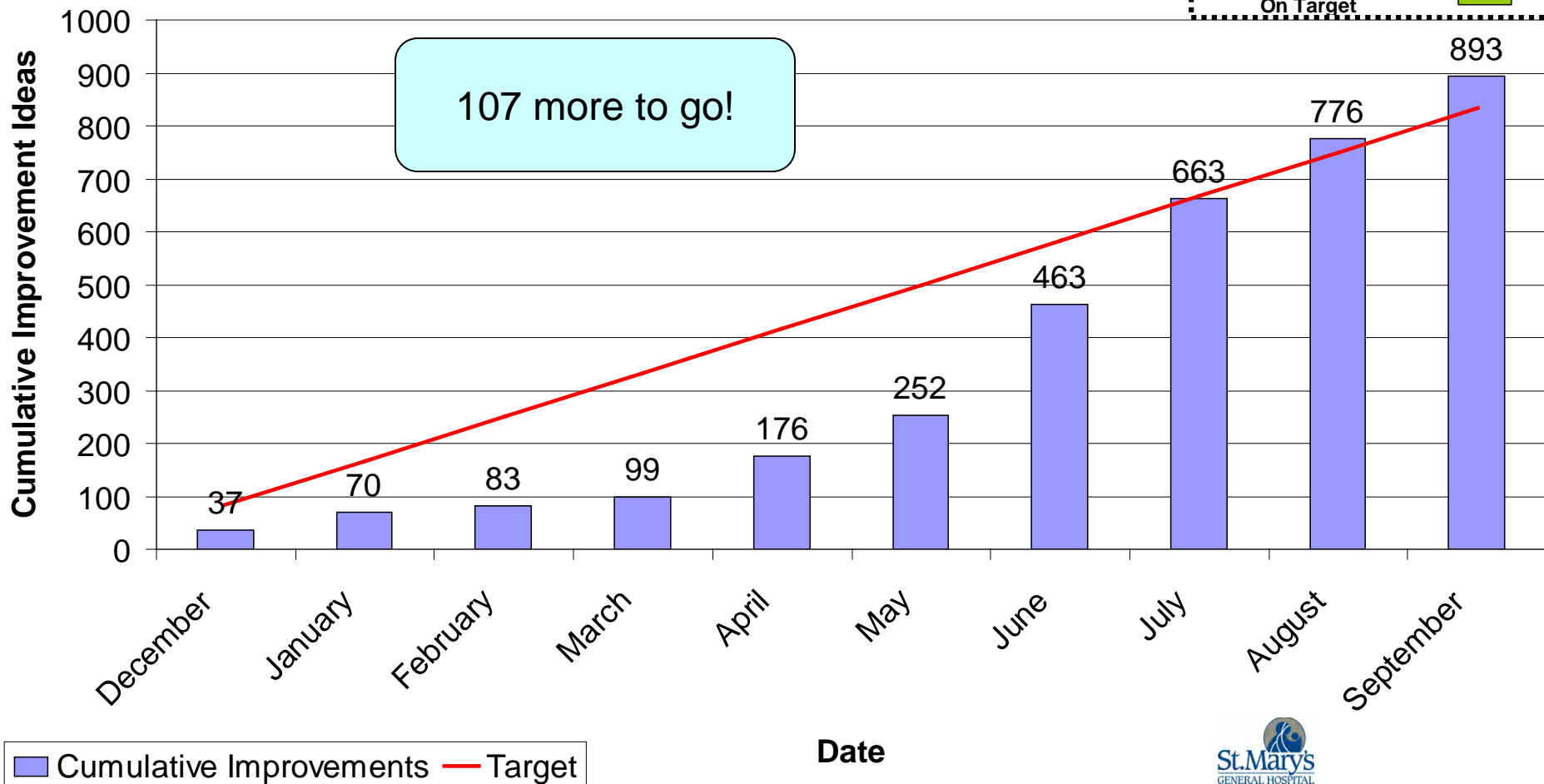
How have we done so far with staff engagement?

Measureable and Implemented Improvements

Status



On Target



How have we done so far?

27 39 289 613 23 46 874 21 74
943 49 291 18 281 501 41 903
291 587 571 488 67 258 299 341
49 291 48 281 501 31 90 999 586
587 291 488 67 258 949 935 241
23 48 281 501 61 90 291 587 19
291 488 67 258 999 35 241 32
81 501 41 90 291 587 291 4
488 67 258 999 35 241 622 29
51 652 12 45 287 193 182 50
291 488 104 58 291 401 339 3
91 587 291 488 104 58 295 8

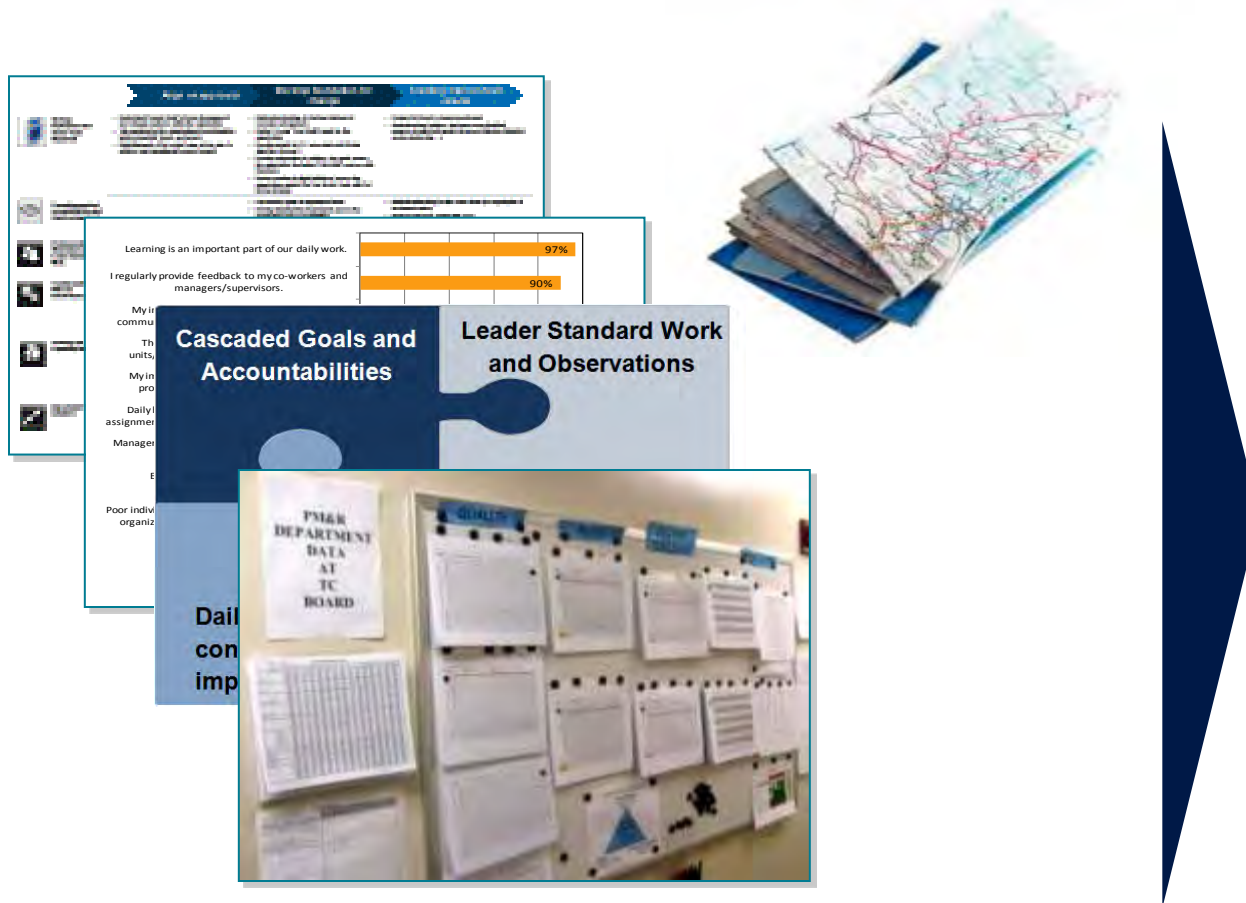
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Better Ways

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98 291 577 291 488 103 58 7
364 45 589 301 414 194 394
77 587 21 488 103 58 34 91
85 5 589 301 14 194 94 49 9
452 231 488 103 58 291 587
98 301 14 194 94 49 271 48
642 488 103 58 9 291 587 291
543 87 291 88 67 258 989 935
76 48 281 501 41 90 291 587
21 488 55 103 258 1 291 23
321 73 89 26 128 673 789 19



How will a transformation road map help you?

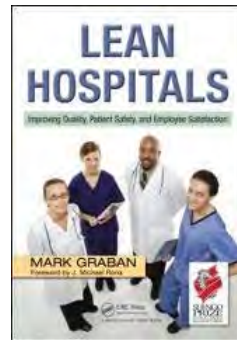
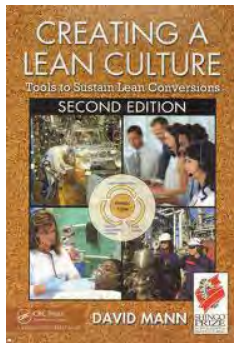


Developing the transformation roadmap will help support sustainability

- Managing the **pace of change** the organization can support
- Balancing **operational improvements with capability building**
- Right level and structure of **centralized support** to manage change
- Balance of **breadth and depth** of involvement across the organization over time

Learn from others

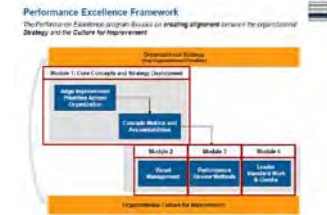
Articles and Books



Training and Coaching



Lean Healthcare
Green Belt Training



Lean Management
System Workshop
Series

Communities of Practice



Healthcare
Value
Leaders
Network
Podcast

Site Visits



Targeting Value. Spreading Change.

Lean Healthcare
Leaders like
Thedacare
Appleton, Wiss

Lean Leaders
beyond
healthcare



Dylan Hardy, Partner
dylanahardy@kpmg.ca

- ✓ Lean Six Sigma Transformation Program Design & Coaching
- ✓ Lean Training & Capability Building
- ✓ Lean Management System and Senior Leadership Coaching
- ✓ Strategy and Governance



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