Lean Overview

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All Employees Should Take the Time to Make Continuous Improvements
At Its Core, Lean is a Different Way of Thinking About the Work People Do

Lean is

Leveraging employee knowledge and experience to identify and eliminate waste from our processes so we can spend more time, effort, resources on the stuff that matters to our patients and less on the stuff that doesn’t
In Healthcare, Lean is about evaluating our work process by focusing on core principles.

Research Subject

Identify Value

Minimize Time

Show Respect

When we lose focus on these principles, there is Waste

adapted from “On the Mend” by Dr. John Toussaint, CEO, ThedaCare Center for Healthcare Value
Lean is Dependent on Open, Honest Sharing of Issues

Why?

No way to fix issues that are hidden

Issues need to be objectively quantified
  • Enables prioritization to ensure putting effort where it is most needed
  • Enables ability to measure impact on the issue

All faculty and staff need to feel empowered to raise issues

Leaders need to visibly support this

Problems are opportunities

“No problem” is a problem
Lean Emphasizes Trying Ideas Quickly Provided They Meet Change Criteria

- Low risk to safety and quality
- Low cost to implement
- Easy to implement
- Easy to reverse

Best way to determine if an idea will work is to **JUST DO IT**

"You cannot learn to ride a bike by reading a book on physics."
- Author unknown
# Culture of Continuous Improvement Requires Two Pronged Approach

## Ever Better Everyday

- Lean Practitioners throughout the hospital in both clinical and non-clinical roles
  - Lean Practitioners all have full-time roles outside of lean
- Day to day lean used to continually improve processes
  - Ever Better Boards/Brilliant Brainstorms
  - Just Do It
  - Small scale PDSA
  - 5S+
- Regular reports on progress including both qualitative and quantitative measures

## Targeted Improvement Efforts (TIEs & Kaizens)

- TIEs selected based on alignment to strategic objectives and process criteria
  - Process is broken
  - Solution not known
  - Process spans departments
- Coordinated through Lean Office or Lean Experts
- TIEs executed in a consistent, structured way
- Regular, standardized reporting required
Think About Waste as Identifying Obstacles Between You and Your Objective

- What we currently do / where we are today
- Obstacles / waste
- What we want to be doing / where we want to be tomorrow
### Following the PDSA Improvement Process Helps us Focus on the Sweet Spot

<table>
<thead>
<tr>
<th>Overanalyzing</th>
<th>Firefighting</th>
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<tbody>
<tr>
<td><strong>Focus</strong></td>
<td><strong>Results</strong></td>
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<tr>
<td>- Skip steps in the Wheel</td>
<td>- Suboptimal solutions</td>
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<tr>
<td>- Define a problem and immediately propose a solution</td>
<td>- Fixes that fail</td>
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<tr>
<td>- Overlook or dismiss data</td>
<td>- Discourages logical thinking</td>
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<tr>
<td>- Ignore “how to” keep solutions in place</td>
<td>- Discourages PDSA use</td>
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<td>- Perception “Management doesn’t walk the talk”</td>
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**Focus**
- Rational thinking, by using the steps
- Keeping approach appropriate to the issue and the customer need
- Encourages participation

**Results**
- Prompt and lasting improvements
  - Solutions that fix problems
  - High energy atmosphere

**Sweet Spot**
- Focus too much on the steps, and not on the intent
- Over-analyze each step and activity
- Demand too much detail
- Request unnecessary tools and activities
- Unneeded complexity
- Frustration
- Discourages logical thinking
- Increased bureaucracy

*Medicine of the Highest Order*
PDSA is the Fundamental Framework to Problem Solving

**Plan** Define the problem, thoroughly study and analyze current condition (with data!) and identify root cause(s)
Develop countermeasures to address obstacles
Create a plan to test your hypothesis

**Do** Put your plan into action

**Study** Measure the effects and compare to baseline and target

**Act** If successful, establish as standard process
If goal not met, back to Planning

PDSA is simply the Scientific Method applied to everyday work
Following the PDSA Cycle is a Systematic Improvement Process

- Control – the future
- Define – the issue
- Act
- Plan
- Study
- Do
- Measure – what matters
- Analyze – the causes
- Improve – the situation
- How do we keep the solution in place?
- What do we need to resolve?
- What is happening now and how do we know?
- How can it be improved?
- What could cause this?
Additional Lean Resources

**Lean Intranet Site:**
http://inside.mc.rochester.edu/sites/lean/default.aspx
- Contact Information (Core and Extended Team)
- Training Descriptions and Calendar, MyPath Links
- *Lean Insights* Blog Posts

**Lean SharePoint Site:**
http://sites.mc.rochester.edu/lean-performance-improvement.aspx
- Contact Information (Core and Extended + Practitioner List)
- Training Slides
- Lean Tools and Templates

**Contact the Lean Team:** LeanTrainingSupport@urmc.rochester.edu
UNIVERSITY of Rochester
MEDICAL CENTER

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