Transformational Leadership for Lean Health Care

Bruce Roe, MD
St. Boniface Hospital
Chief Medical Officer
Executive Champion, Transformation
180 Departments
7 Separate buildings on 20 acres of land
Number of employees: 3,854
Number of beds: 538
Patient days: 169,265
Number of admissions: 26,769
Outpatient activity: 233,189
Doctors with admitting privileges: 597
Annual budget: $302,680.00
St. Boniface Hospital
Lean … in Health Care?

2007

• Patchy improvements in quality

Could “lean” help?

• In healthcare?
• Few pioneers
• Local business - mentors
The Cost of Health Care
How much is Waste?

30% of Health Care spending is waste

- Unnecessary Services: 30%
- Excessive Administrative costs: 17%
- Prices that are too high: 15%
- Fraud: 10%
- Inefficiency of delivered services: 7%
- Missed prevention opportunities: 25%

*IOM Health Care Imperative* 2010
The Transformation Journey

On the Road to Perfect Care
Transformation using Lean Thinking

Lean Thinking provides the principles to transformation at SBGH:

- Identify what patients value and remove the things that are not valued
- A bias for rapid experimentation and trying new things
- Solutions come from those doing the work
- Improvement occurs where the work takes place

Lean Thinking is not:

- Loss of Employment
- A collection of tools or research methods
- Performed by External Consultants
- A project

On the Road to Perfect Care
Why we must transform
Our vision

To deliver the safest and highest quality of care to every patient, every encounter, every day, with the best outcomes….

At a price we can afford!
True North Directions

- Do No Harm
- Manage Resources
- Engage Staff
- Satisfy Patients

On the Road to Perfect Care
“Lean tools are great!”

- A3
- Value streams & mapping
- Kaizen
- Rapid Improvement Events
- 6S
- 3P
- Kanban
- Audits / Kamishibai

On the Road to Perfect Care
OH, YOU'RE FROM MANUFACTURING?

PLEASE CONTINUE TO TELL ME HOW ASSEMBLING A CAMRY IS SIMILAR TO BRAIN SURGERY
Emergency Cardiac Patients

Presentation to EKG Interpreted RIE (example)

<table>
<thead>
<tr>
<th>Measure</th>
<th>Initial State</th>
<th>Confirmed State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient handoffs</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>Patient Distance Traveled</td>
<td>306 ft</td>
<td>306</td>
</tr>
<tr>
<td>EKG Tech Distance Traveled</td>
<td>1390 ft</td>
<td>10 ft</td>
</tr>
</tbody>
</table>
Rapid Improvement Event #1
ACS Triage to EKG Interpreted
Just A Few Of Our Proudest Moments...

- ER Results
- Direct Admit ACSS
- Surgical Safety Checklist
- Clinical Documentation
- Nurse-to-Nurse reports
- Surgery On The Move
- Inventory Right-Sizing
- Prevention of Falls

- Staff Scheduling
- Cardiac Transitions
- Accounts Payable Process
- Staffing Absences & WCB

On the Road to Perfect Care
Mission Control and Visual Management

On the Road to Perfect Care
On the Road to Perfect Care
“People are everything!”

Improvement ideas come from those who do the work, or experience the care

On the Road to Perfect Care
“You’ve put the fun back into Health Care”
“This gives us hope!”

On the Road to Perfect Care
Thinking that Drives Complexity

1. Result-oriented
2. Knower’s
3. Defensive

Thinking that Drives Continuous Improvement

1. Process-oriented
2. Learners
3. Engaging
4. Systems thinking
5. Leader as a teacher
6. Command & Control
7. Fragmented Thinking

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We are a better hospital than in 2008

Our patients

• Are surviving more
• are more satisfied
• are recovering more quickly

• Our capacity is greater
• Our staff are more engaged
• We have achieved real savings…..
Staff is more engaged

10% better than national average in Healthcare

On the Road to Perfect Care
Lean – Success or Failure?

“Hubris is a dangerous enemy”
  ~Pascal Dennis

Relentless pursuit of perfection means just that; self-critique and facing one’s problems”
  ~Steven Spear

On the Road to Perfect Care
Reflection Point

• Lots of activity
• Pockets of improvement
• Engagement “flat”
• Fragmented deployment – not connected
• Engagement at front line and connection to goals and vision missing
“Lean tools are great!”

- A3
- Value streams & mapping
- Kaizen
- Rapid Improvement Events
- 6S
- 3P
- Kanban
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But not anchored in systems or principles, will not drive culture

On the Road to Perfect Care
Shingo Model

GUIDING PRINCIPLES

SUPPLY MANAGEMENT

CREATE VALUE FOR THE CUSTOMER

ENTERPRISE ALIGNMENT

SEIZE REALITY

CONTINUOUS PROCESS IMPROVEMENT

SEE REALITY

CULTURAL ENABLERS

LEAD WITH HUMILITY

RESULTS

CREATE CONSTANCY OF PURPOSE

Focus on Process

Think Systemically

Focus on Long-Term

Align Systems

Align Strategy

Focus on Value Stream

Keep It Simple & Visual

Identify and Eliminate Waste

Integrate Improvement with Work

Create Constancy of Purpose

Think Systemically

Focus on Process

Embrace Scientific Thinking

Flow & Pull Value

Assure Quality at the Source

Seek Perfection

Lead with Humility

Respect Every Individual

Focus on Long-Term

Empower & Involve Everyone

Develop People

Assure a Safe Environment

GUIDING PRINCIPLES

“House”

“Diamond”
“House Element” – A Model of Categorical Principles

**Results**
Create Value for the Customer

**Alignment**
Create Constancy of Purpose
Think Systemically

**Process**
Focus on Process
Embrace Scientific Thinking
Flow & Pull Value
Assure Quality at the Source
Seek Perfection

**People**
Lead with Humility
Respect every Individual
Shift from Tool-Focus to Principle-Focus

On the Road to Perfect Care
Building Systems to drive Right Behaviors

Key Systems:
• Strategy Deployment
• Managing for Daily Improvement
• Coaching System

Key Behaviors

2 pilot areas for Operational Excellence System (Cardiac Surgery and Pharmacy)

On the Road to Perfect Care
Transformation journey

On the Road to Perfect Care
Questions?
Thank You!

Please complete the session survey at: AMESurvey.org

Session Code: (To be advised)

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