

Lean Healthcare

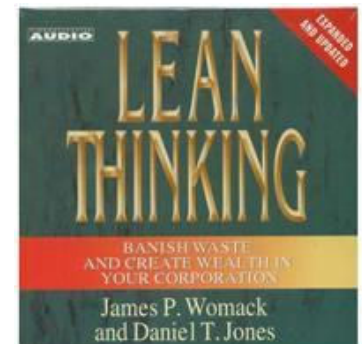
How to Build a Lean Sensei Army for Continuous Improvement!



February 23, 2008
Presented To: IIE, SHS
1:10-2:30pm

Overview

- ★ How do you create an ideal Lean Sensei program that spreads Lean quickly, achieves ROI, and enables lasting change?
- ★ Grow internal change agents that teach, promote and empower – what we call – a lean Sensei.



Agenda

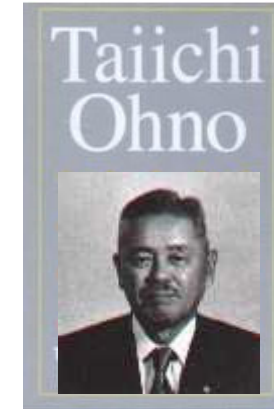
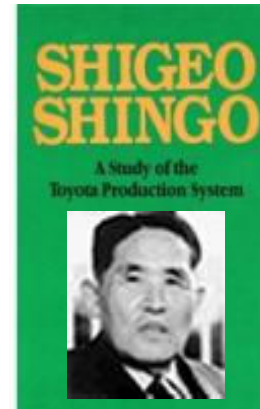
★ 1 Why Sensei's?

★ 2 A Good Sensei . . .

★ 3 What makes a good Sensei training curriculum?

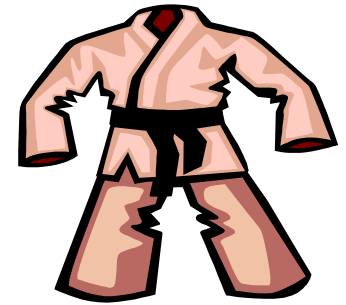
★ 4 Real Hospital examples: growing a Lean Army

1. SWMC, Washington (350 beds)
2. Millinocket, Maine (25 beds)



Definition of a Sensei

- ★ The Japanese word sensei literally means:
"one who has gone before"



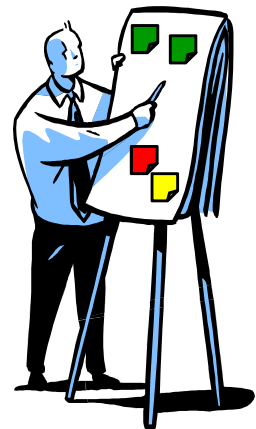
- ★ It is a poetic way to denote someone who has walked along the way before you and who may now show you the path.

I took what I was given and made it better.

What I made better I then improved.

What I improved I now strive to perfect.

-unknown Sensei



How many people have some type of Sensei program?

Why use a Sensei approach?

★ **Hospitals can take a variety of avenue's to train and encourage change. Why a Sensei approach?**

☆ **Consistent message and methods**



☆ **Every hospital has hundreds and thousands of employees. One person or department can't do it alone.**

☆ **Reinforces the hospital's commitment, rather than the edict for the quality department to "explore".**

☆ **Consultants/Trainers shouldn't be a crutch, but a catalyst and content and deployment expert Wait. Did I just say that?**

What makes a good Sensei

★ **There are many traits. Here are the categories we judged by:**

- ★ **Speaking**
- ★ **Communication**
- ★ **Personality**
- ★ **Knowledge and Retention**
- ★ **Focus**
- ★ **Skill**



What makes a good Sensei



- ★ **There are many departments and employees. How do you pick 'em?**
 - ★ **Department**
 - ★ **Criteria alone**
 - ★ **Most broken area**
 - ★ **Volunteer's**
 - ★ **Solicited**



What makes a good Curriculum



- ★ **Characteristics of a good Sensei curriculum:**
 - ★ **Lean Basics**
 - ★ **Fast learning curve means more hands-on learning**
 - ★ **Sensei's develop the upcoming training content**
 - ★ **Weekly meetings with Master Sensei (like a steering committee)**
 - ★ **Shadowing (training and kaizens)**
 - ★ **Materials:** Mix of books, articles, simulation, closed book quizzes, “Sensei Toolbox”, networked master folder with easy access by all

Sensei Toolbox

- ★ **Simplifying Sensei administrative work and keeping information consistent:**

⏪ ⏩ | Charter / Background

} ★ **Pre-Kaizen Tools**

Sched1 / 5S Sched / Sched2 / Planning Checklist

Supplies / Activity / **Detail Study** / Time

Parking Lot / Is-Sol / Items Purchased / Items Removed

Action Kaizen / Action 30 day / Assumptions

★ **Post-Kaizen Tools** {

Audit-HC / Audit-Sched / Time Trial-HC / Post Event



What makes a good Deployment



★ Characteristics of a good Sensei deployment:

1. Parallel deployment efforts:

- ★ Lean 101 training to general population
- ★ Lean communication throughout hospital system
- ★ Kaizen events 1-2 per month
- ★ Sensei training by consultant/trainer



What makes a good Deployment



★ Characteristics of a good Sensei deployment:

2. Balanced Deployment:

- ★ Work with Sensei's schedule, but obtain 10-20% commitment of their available time
- ★ Utilize less than 10 Sensei's per "wave" of Sensei training and development. Don't saturate your healthcare system.
- ★ Only 1 – 2 kaizen's per month (per group of 10 Sensei's)
- ★ No preferential treatment to Sensei over-achievers. Sensei group is treated as a team.

What makes a good Deployment

★ Characteristics of a good Sensei deployment:

3. Timely Deployment:

- ★ Sensei selection and “jump-start” begins immediately
- ★ Sensei learns Lean basics month 1-6
- ★ Sensei learns advanced Lean month 6-12
- ★ Sensei shadowing training and kaizen's after observing only one.

Hospital Sensei Program Examples

★ Millinocket, Maine

★ Rural setting, critical access, 25 beds, 300 employees

★ Key process attributes for Sensei's planning Kaizen's:

★ Only 1 Ortho and General Surgeon, 1 Radiologist

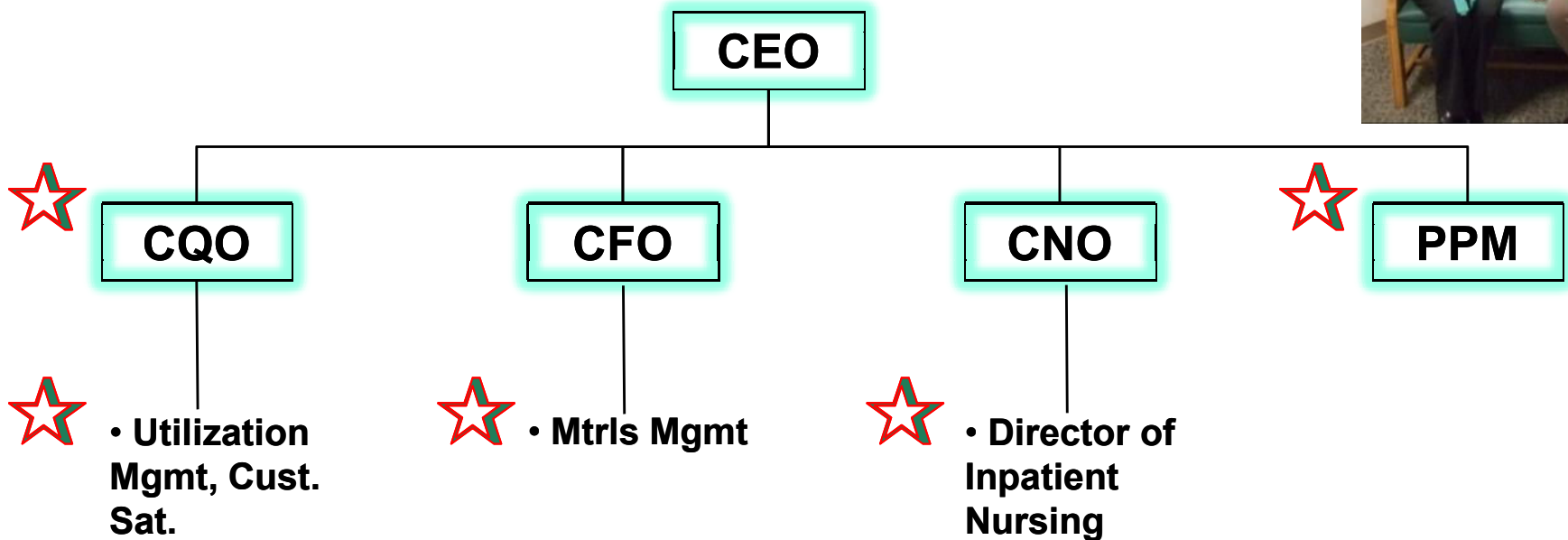
★ On and off campus surgical and family practice offices

★ Sensei Deployment . . .

Hospital Sensei Program Examples

★ Millinocket Regional Hospital

★ Lean Sensei's



★ *The CEO wanted to be a Sensei (and still wants to be one)!*



Millinocket Sensei Deployment



- ★ **5 Sensei's, each with different backgrounds**
- ★ **Alternate Kaizen event participation**
- ★ **Kaizen events occur monthly**
- ★ **Sensei's started as Kaizen Preparation and Follow up resources as they shadowed events and obtained coaching**
- ★ **Need knowledge depth and exposure to a variety of different Kaizen events**
- ★ **6 Kaizen events completed in '07, 10 planned for 2008**



Millinocket Sensei Deployment



★ Kaizen Example

☆ Mammography to Biopsy Lead Time (Dec. '07)

- ★ 2 Sensei's. One co-facilitating. One observing.
- ★ Average of 31-72 days
- ★ Approx. 25 Biopsy's performed annually

☆ Outcomes:

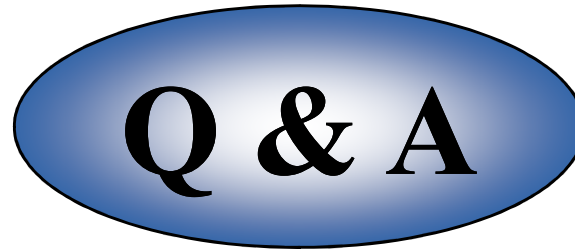
- ★ Pull System implemented where scheduling “Reserves” a spot.
- ★ Improved communication that reduced “time to notify patient” and scheduling pre-surgery consult
- ★ Last 3 patients were 5 days, 7 days, 6 days

Summary

- ★ **How to build a Sensei army depends on commitment**
 - ☆ **Different size hospitals require a scaling of an army**
 - ☆ **Keep communication channels open on successes, upcoming Kaizen events, Kaizen audit results, Kaizen savings, Sensei roster, and intra 'Army' strengths and weaknesses**
 - ☆ **Keep a consistent engine of change. Don't stop Kaizen's!**
 - ☆ **No Magic Bullet. Sorry . . . 😊**

Lean Healthcare Thanks!

Thank You . . .



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Speakers

- ★ **Matt Morrissette, President of More Effective Consulting, LLC. in Mont Vernon, New Hampshire is a Lean Master Sensei, 6Sigma Green Belt, Industrial Engineer, member of IIE-SHS, and President of the Boston Chapter of IIE. Matt consults with executives and leads front line employees through customized Lean Healthcare initiatives. He has helped more than 25 hospitals embark and continue their continuous improvement efforts that save money and build lasting change.**
- ★ **Dana Webb, Director, Care Management & Continuous Improvement at Southwest Washington Medical Center in Vancouver, WA is a Lean Sensei, Registered Nurse, and has her Masters in Business Administration. Dana has responsibility for care management activities, hospitalist relations, and oversees the Lean Sensei deployment.**