

HEALTHCARE SYSTEMS PROCESS IMPROVEMENT

CONFERENCE 2015

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by:



SOCIETY FOR HEALTH SYSTEMS

LEADING HEALTHCARE IMPROVEMENT

Audience Prep Work

- 1) Pick up handout.
- 2) Write down the purpose of your job.



Teach 'The Why' Before 'The How'

Isaac B. Mitchell

Director, Lean Continuous Improvement



Teach 'The Why' Before 'The How'

 #shs2015

@IsaacMitchell



The cold hard truth



Is it working?

- How do you know if your audience is retaining what you are teaching?

**Qualitative
Talk Back**

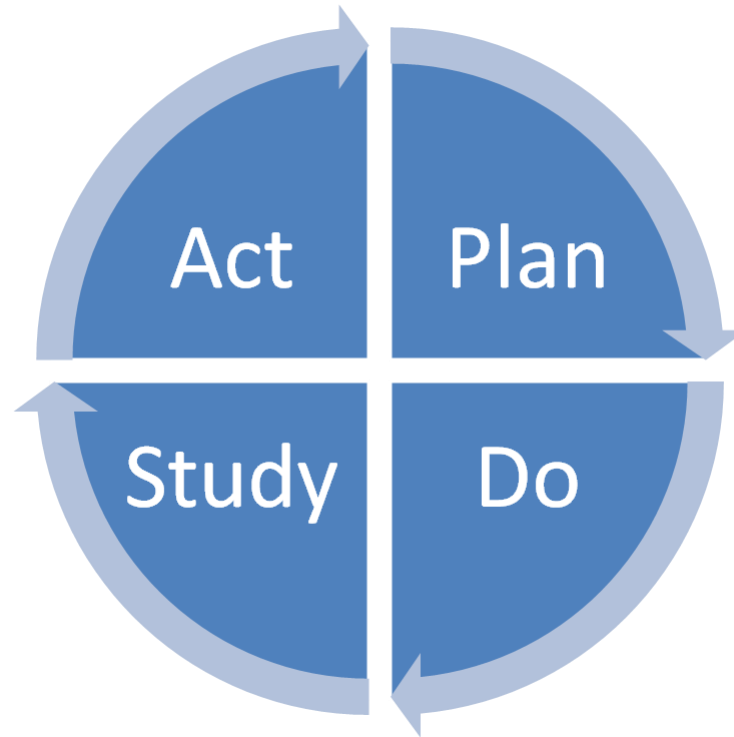
**Quantitative
Scores/Ideas**



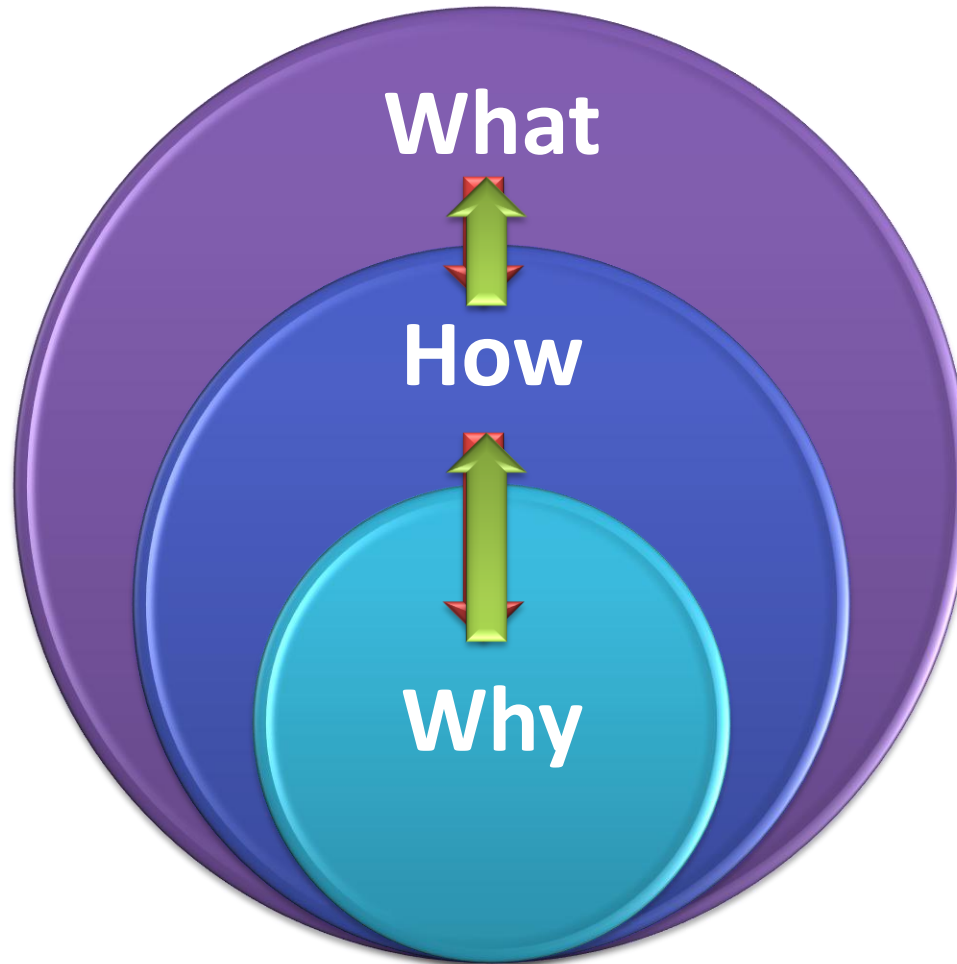
Practice what we preach

"If the learner hasn't learned, the teacher hasn't taught."

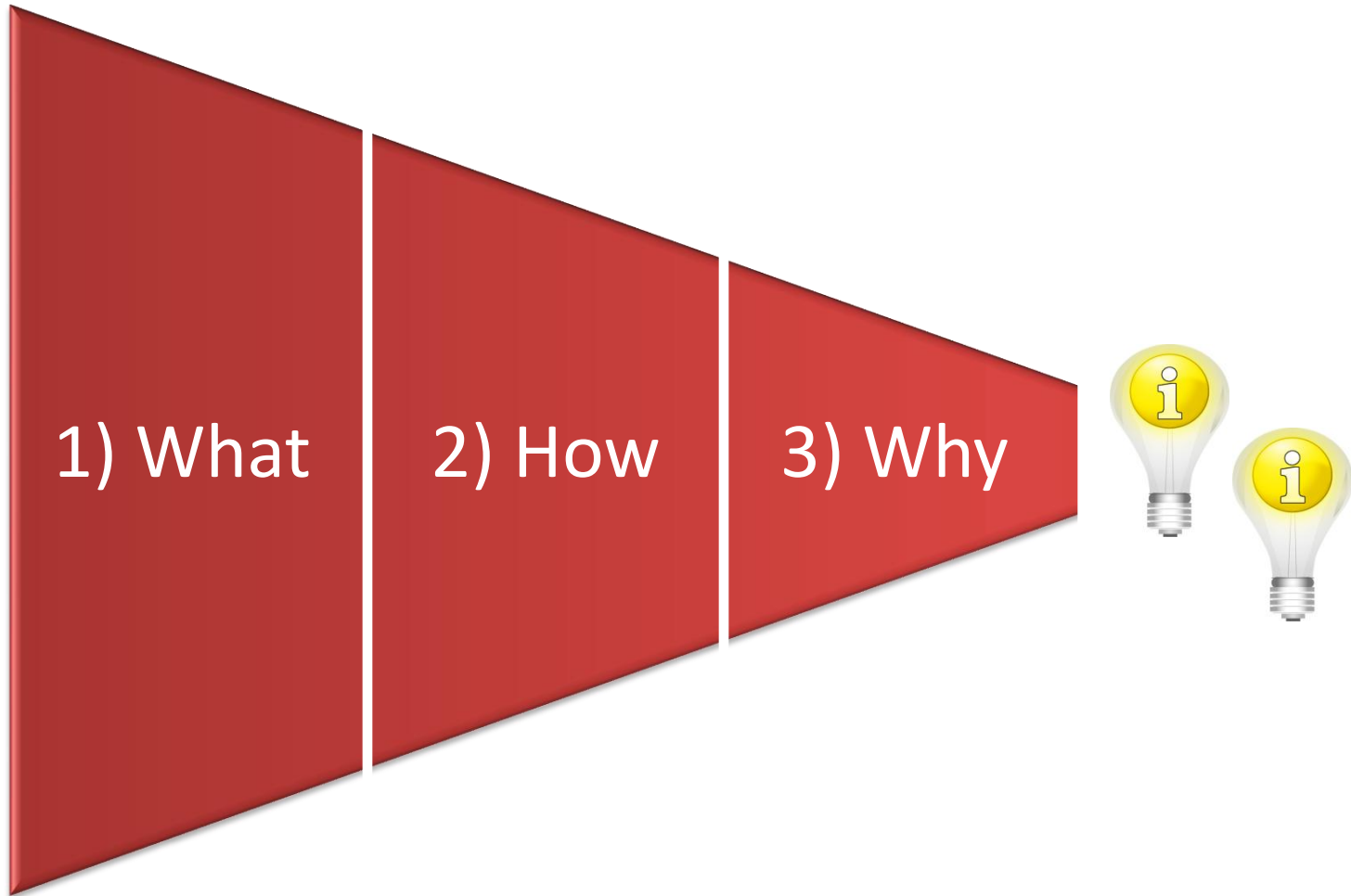
-Donald Dinero, *TWI: The Foundation of Lean*



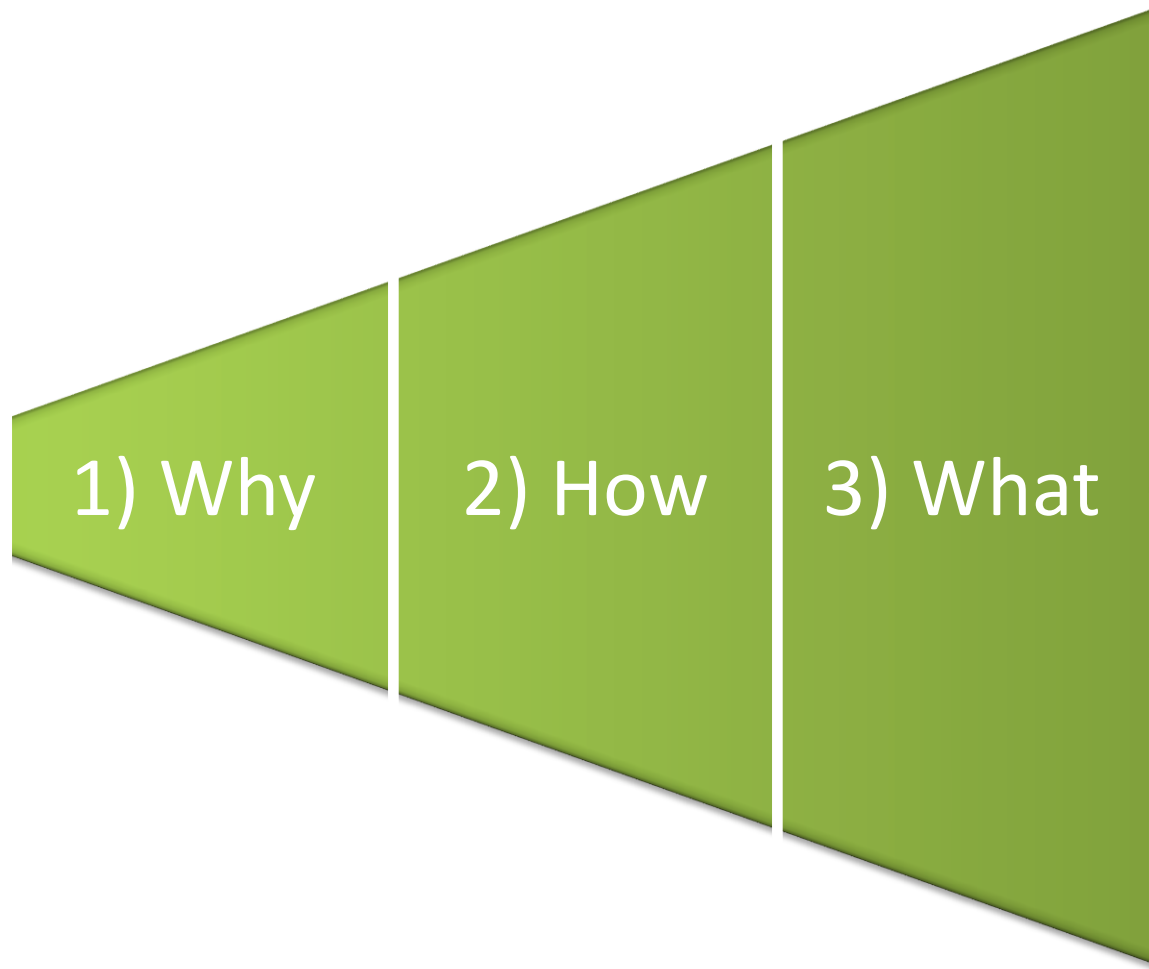
Active Communication



Funnel Ideas



Project Ideas



The Goal

“When we communicate our purpose or cause first, we communicate in a way that drives decision-making and behavior. It literally taps the part of the brain that inspires behavior.”

- Simon Sinek, *Start With Why*



Our First Experiment

What is Lean?

Continuous Improvement

- Minimize and eliminate waste
- Better quality at lower cost
- Patient and family focused
- Avoid quick fixes, solve problems for good
- Daily problem solving



with

Respect for People

- Patient and family centered care
- Engaged staff
- Management provides opportunities for improvement
- Management develops and respects employees



Fold a T-Shirt



Our Second Experiment



What is Ideal Patient Care?

- **GOAL:** Ideal care that achieves the best outcome and experience for every patient every time.
 - **Exactly** what the patient needs, when and where they need it and defect free!
 - **Customized** to each individual patient and family
 - **Immediate** response to problems or changes
 - **Safe** for patients, staff and clinicians: physically, emotionally, and professionally
 - **Waste Free**

Children's Hospital
Leading the Way to Healthy Children



Describe Your Ideal



Experiment Key Learnings

Start with 'Why'

- People change because they are shown a truth that influences their feelings
- Create clear, simple, uplifting, and heartfelt message



*Adapted from *The Heart of Change*, John P. Kotter

The Numbers

Area	Pre	Post
Orientation Rating (1-5)	4.64	4.96
Lean Training Rating (0-100%)	83%	88%
Number of Idea Cards Generated	30	39

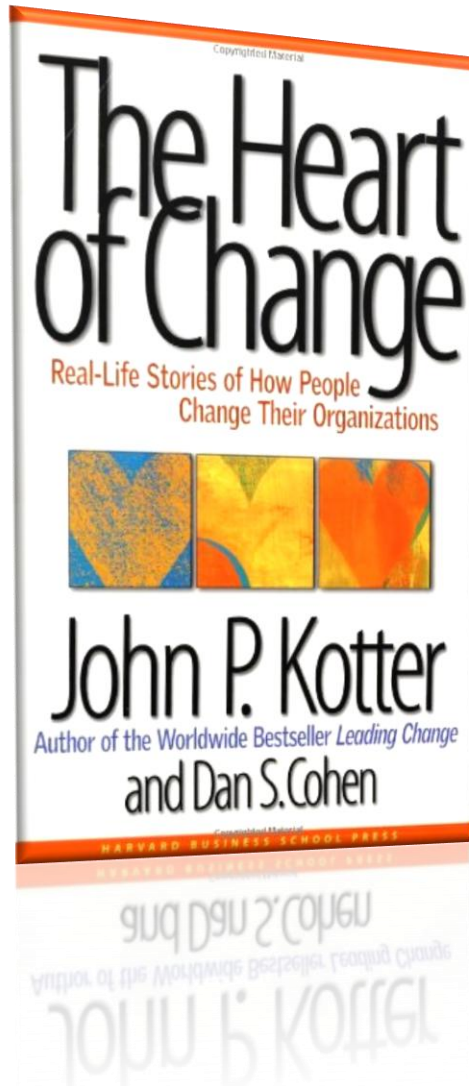


Quick Workshop

- Pick an educational presentation or change effort you are involved in at work.

1) Presentation Title:	Engaging Staff in Continuous Improvement		5) Current Practice?
2) What?	3) How?	4) Why?	
Ideal Patient Care	5 Goals of Ideal Care	Your Ideal Story	No
Waste Free Care	Eliminate NVA Activity	Promotes Ideal Care	Yes
Current State	Direct Observation	Facts vs. Assumptions	Yes
Patient Experience	Value Stream Mapping	Solve the Right Problem	No
Root Cause Analysis	A3 Problem Solving	Prevent Workarounds	Yes

Final Thoughts



“Change happens when ~~you make~~ people feel differently; appeal more to the heart than the mind.”

-John P. Kotter and Dan S. Cohen

Questions?



Isaac B. Mitchell



www.isaacbmitchell.com



1-865-541-8304



www.linkedin.com/in/isaacmitchell/



ibmitchell@etch.com



[@IsaacMitchell](https://twitter.com/IsaacMitchell)





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