

Transforming the Medical Staff Office in a LEAN Process Improvement Environment

Dustin Jackson, MHA, CPCS, CPMSM

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What does LEAN do?

- Creates more value with fewer resources
- Reducing waste (does the process add value?)
- Path towards perfection
- Reduces costs while improving quality

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LEAN IS

- A way of thinking
- Way to optimize time
- Way to optimize processes
- A program to reduce waste and error

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## LEAN is NOT

- A Cost Reduction Program

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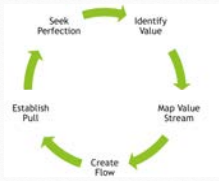
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## Principles of LEAN



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## A Brief History of Lean

- Modern concepts started by the Ford Assembly Line
- Concepts reimagined into currently known LEAN Methodology by Toyota after WWII, known as the Toyota Production System

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## The LEAN Journey

- Seeing is truly believing!
- There will be challenges!
  - Process Changes
  - Disruptions
  - Downtime
  - Design failures

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## Identifying Waste

- There are 7 types of waste
  - Transportation
  - Excess Inventory
  - Motion
  - Waiting
  - Over-Production
  - Over Processing
  - Defects

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## Value Stream Mapping

To know where you are going.....

.....You have to know where you are!

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### Current State Mapping

- Maps out current
- Create a value stream map per process stream (Initial Applications, Reappointment Applications, etc)
- Identifies steps in current process, as well as timelines, barriers, and workflow stoppers
- Full view of as-is process

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### Getting Started

- Find a LEAN resource in your organization to sponsor your value stream map (Process Improvement, Quality Resources, LEAN Transformation)
- Include all members of the team that are doing the work, and assign responsibilities

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### Getting Started

- Honesty is not only the best policy, it is a must!
- Identify the process stream that will be mapped
- Create your mission and vision for the project
- Identify your customers involved in the process
  - Not just the end user
- Identify information systems involved
- Identify the critical successes needed in this project

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Creating the ideal future state

- Batching your work is good, right?

**WRONG!**

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Creating the Ideal Future State

- Create your future state using a 9 point criteria
  - Takt Time/Capacity
  - At what single point do we initiate the work?
  - Where can we create FIFO?
  - Where can we create continuous flow?
  - Where can we establish work flow cycle?
  - Where can we establish integration events?
  - What process improvements will be necessary?
  - How will we respond to changing demand?
  - How do we create a visual management timeframe (Pitch)?

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### Future State Map Example



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### Process Standard Work

- Documenting each step of a specific process
- Based on best practice to minimize processing time and steps
- NOT a reference guide
- Created to allow anyone to do the process regardless of prior knowledge
- Utilizes standard template

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### Standard Work Template

Standard Work			
Step	Description	Time	Notes
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
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### Implementing Standard Work

- Electronic process standard work should be saved in a common location accessible to all coworkers in a department
- Process Standard Work should be printed, laminated, and located in the physical area that the work occurs
- Used as a tool for training new coworkers and evaluating ongoing quality of work processes

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### Role/Leader Standard Work

- Creates clear expectations for leading LEAN and specific role responsibilities
- Creates a visual tracking for completion of role expectations
- Visualizes opportunities for process improvements
- Visualizes opportunities for coaching
- Creates a visual for leaders and coworkers to see the work being accomplished

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### Leader/Role Standard Work Detail

Leader Standard Work				
ID#				Last Updated
Leader: EXAMPLE				Month
Standard Work Behavior	Dimension of Excellence	Details	Approximate Time	Reason (Why?)
Daily Morning				

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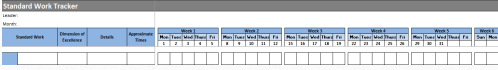
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### Tracking Leader/Role Standard Work



Standard Work Tracker		Name:		Week 1		Week 2		Week 3		Week 4		Week 5		Week 6	
Standard Work	Operational Conditions	Start	Completion Date	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual

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### Visual Management

- FIFO (First In First Out)
- Visual System (tracking cards)

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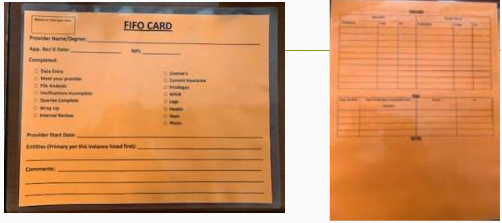
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### Visual Management – FIFO Card in Credentialing



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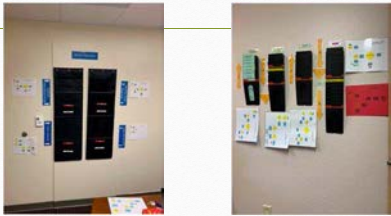
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### Visual Management – MSS Examples



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### Visual Management in Credentialing



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### Visual Management in Medical Staff Services

- MDI (Managing Daily Improvement)



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### 5S + 1

- Sort
- Set in order
- Shine
- Standardize
- Sustain
- Safety

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