

Transformational Leadership for Lean Health Care

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St.Boniface Hospital

An aerial photograph of the St. Boniface Hospital complex, showing multiple large, interconnected buildings with flat roofs and some greenery. The hospital is situated in an urban area with parking lots and roads visible. The image is used as a background for a list of statistics.

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

Lean ... in Health Care?

2007

- Patchy improvements in quality

Could "lean" help?

- In healthcare?
- Few pioneers
- Local business - mentors



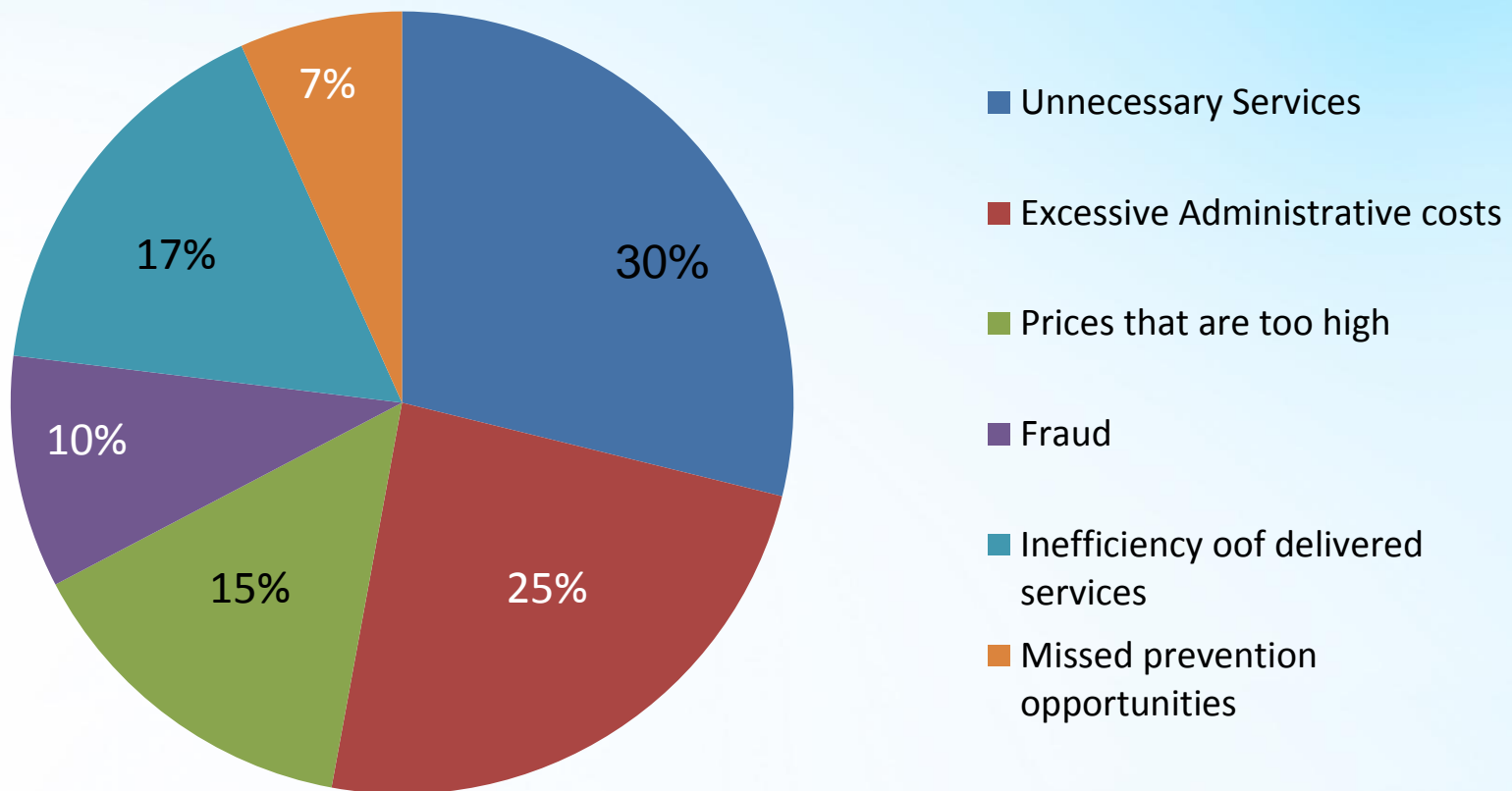
Hôpital St-Boniface Hospital

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The Cost of Health Care

How much is Waste?

30% of Health Care spending is waste



The Transformation Journey



together!

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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

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Why we must transform



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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!



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True North Directions



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“Lean tools are great!”

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



One-piece flow

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**OH, YOU'RE FROM
MANUFACTURING?**

**PLEASE CONTINUE TO TELL ME HOW ASSEMBLING
A CAMRY IS SIMILAR TO BRAIN SURGERY**

memegenerator.net

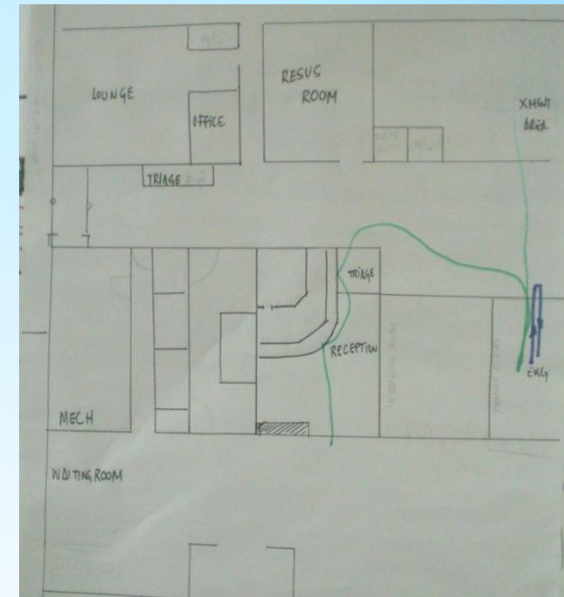
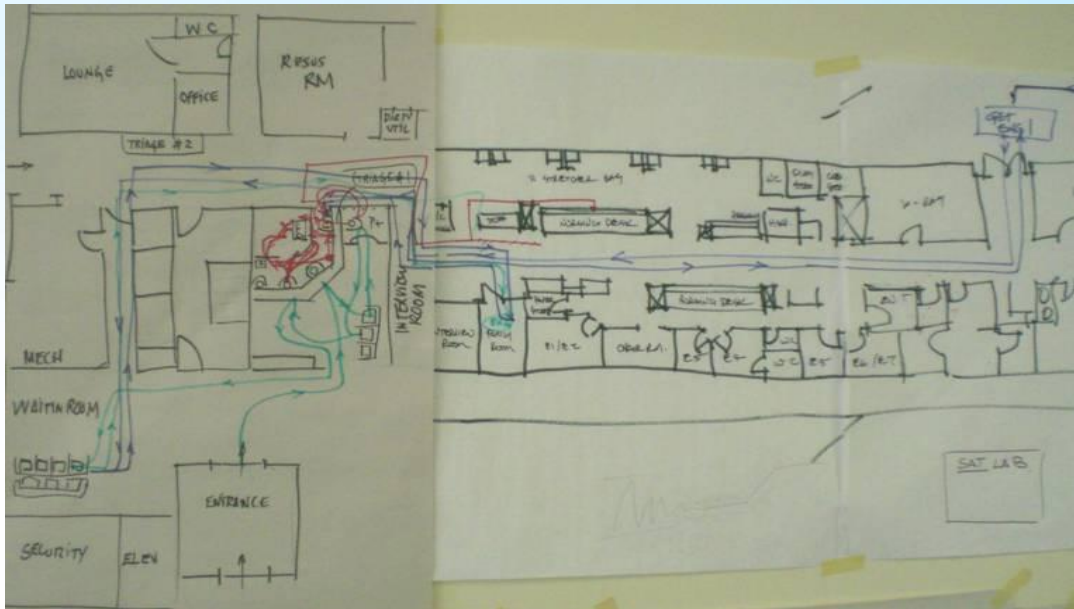


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Emergency Cardiac Patients

Presentation to EKG Interpreted RIE (example)



Measure	Initial State	Confirmed State
Patient handoffs	7	4
Patient Distance Traveled	306 ft	306
EKG Tech Distance Traveled	1390 ft	10 ft

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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



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Mission Control and Visual Management



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“People are everything!”



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

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“You’ve put the fun back into Health Care”

“This gives us hope!”

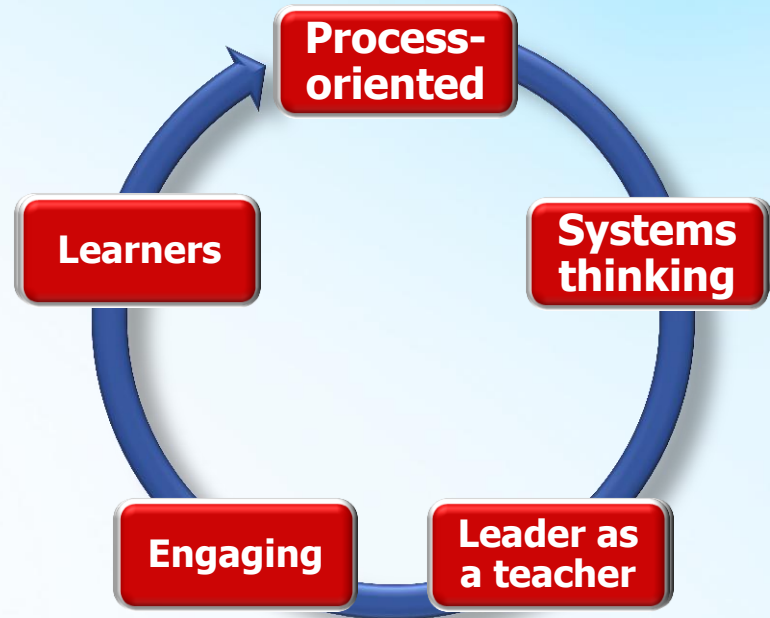


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Thinking that Drives Complexity



Thinking that Drives Continuous Improvement



We are a better hospital than in 2008

Our patients

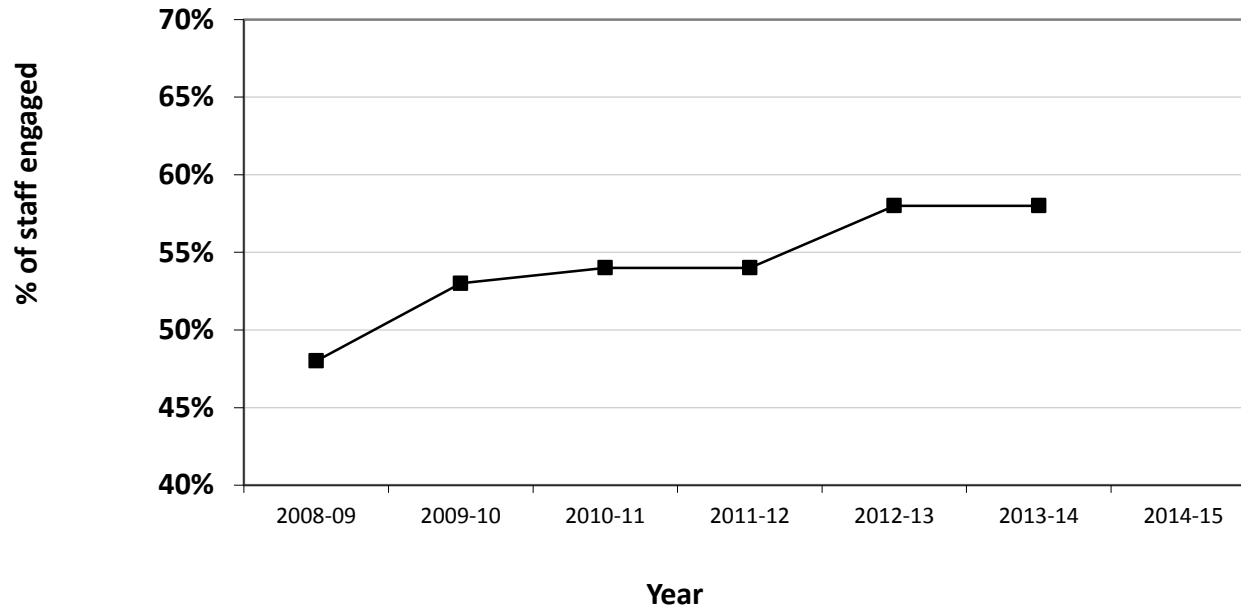
- Are surviving more
 - are more satisfied
 - are recovering more quickly
-
- Our capacity is greater
 - Our staff are more engaged
 - We have achieved real savings....

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Staff is more engaged

Hewitt % of Staff Engaged



10% better than
national average
in Healthcare

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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

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

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“Lean tools are great!”

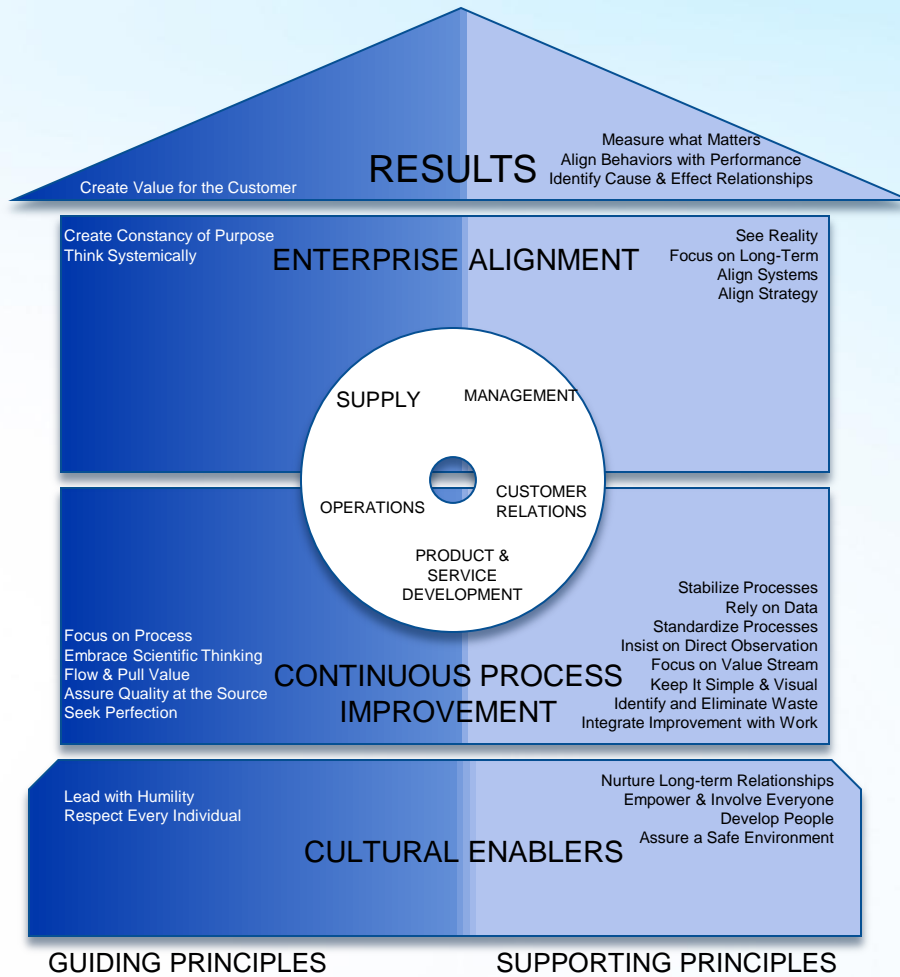
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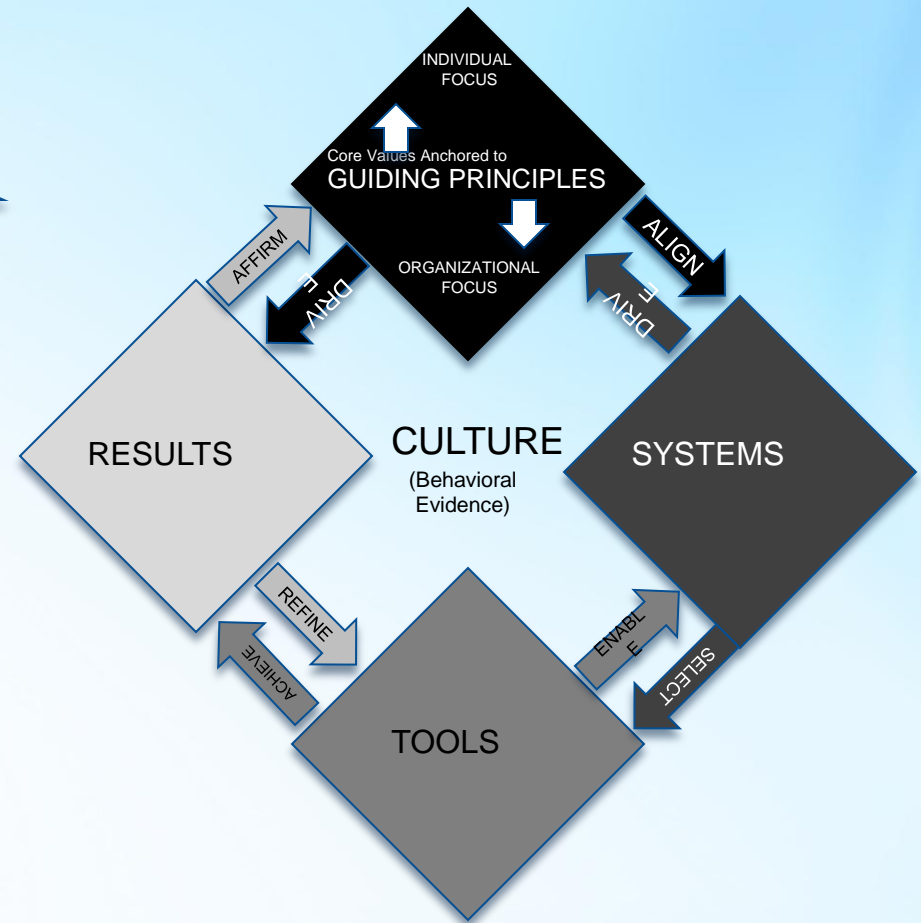
But not anchored in systems or principles,
will not drive culture



Shingo Model

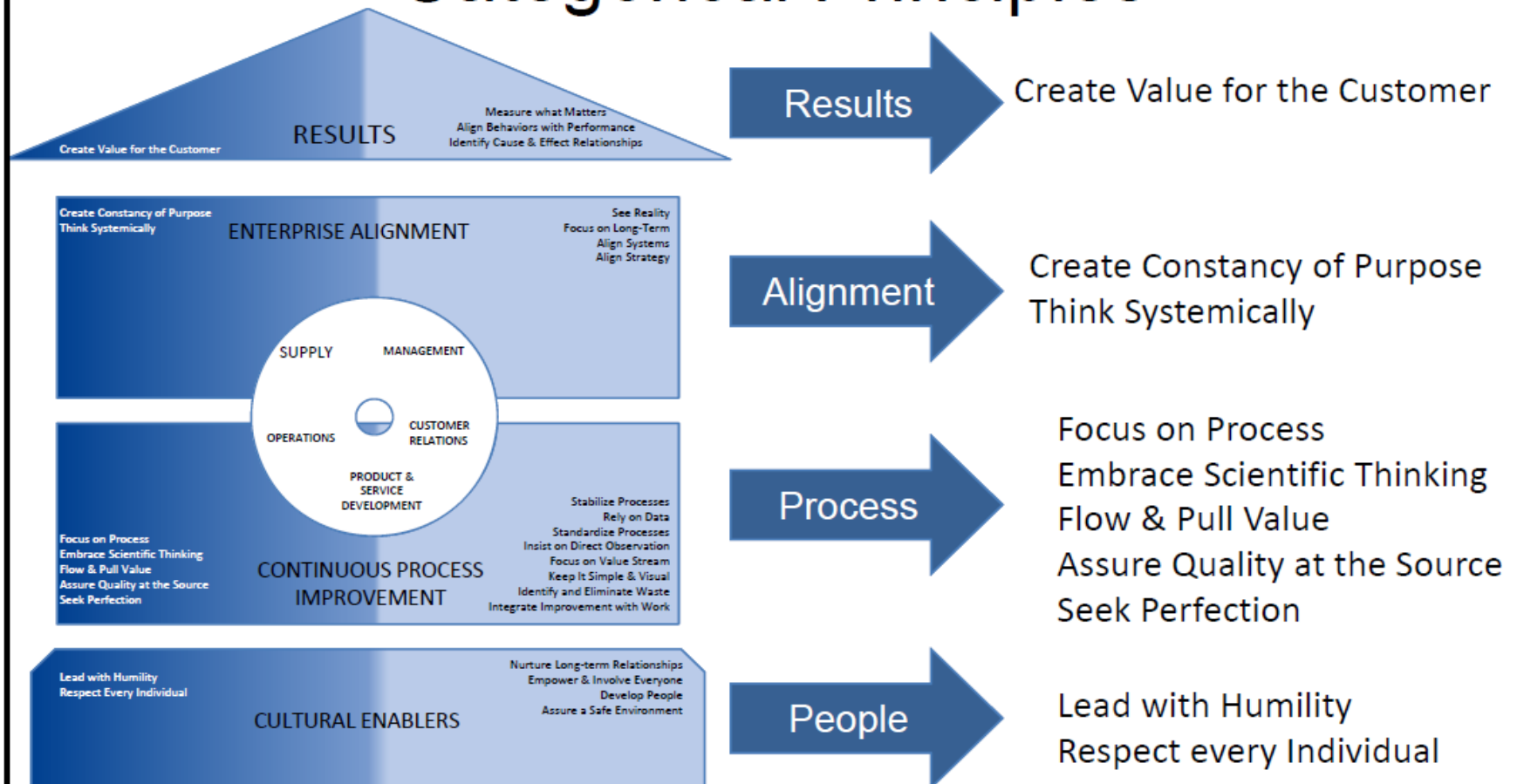


“House”



“Diamond”

“House Element” – A Model of Categorical Principles



Shift from Tool-Focus to Principle-Focus

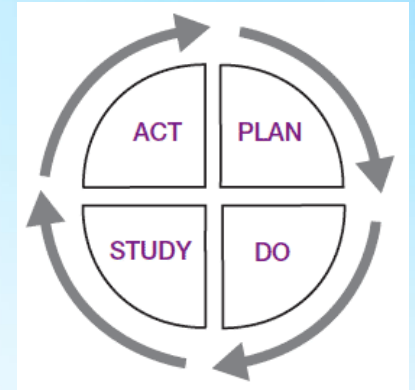


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Building Systems to drive Right Behaviors

Key Systems:

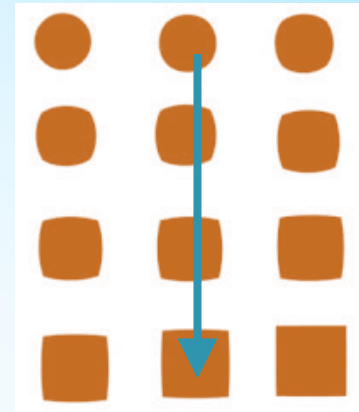
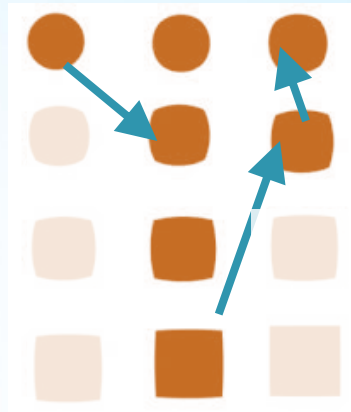
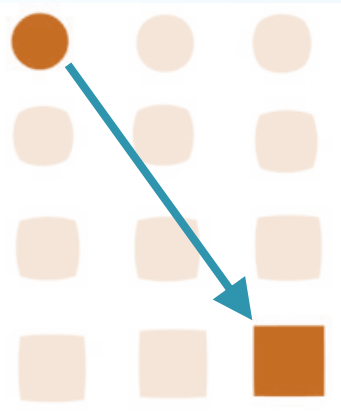
- Strategy Deployment
- Managing for Daily Improvement
- Coaching System



Key Behaviors

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

Transformation journey



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Questions?

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Thank You!

Please complete the session survey at:
AMESurvey.org

Session Code: (To be advised)

**Transformational Leadership for Lean Health
Care**

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