CHRISTIE CLINIC

Alan Gleghorn
Chief Executive Officer
Christie Clinic

• Multispecialty
• 16 clinical locations
• 800 Team Members
• Physician Owned
2000-2009

Margin • 8% increase
Shareholder Equity • 350% increase
Turnover reduction
Pt. Satisfaction • 50% increase

*but we still suck
“Cream of the Crap”
*Mark D. Smith, MD, MBA Study Chair
*Best Care at Lower Cost*
Institute of Medicine of the National Academies
Our Journey
• Training
• Training
• Training

 Tools
• Muda, Mura, Muri
• Kanban
• TPM
• SMED

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Events

Event Flow

1. **Steering Team**
   - Identify Event
   - Assign Sponsor
   - Assign Facilitators

2. **Sponsor/Facilitator**
   - Pick Team
   - Notify Dept.
   - Develop Metrics
   - Performs Observations
   - Define Goals
   - General Current State Map

3. **Steering Team**
   - Review and refine event
   - Approve goals

4. **Facilitators**
   - Develop and implement communication plan
   - Schedule event
   - Conduct event

**FOLLOW UP**
- Schedule Follow up
- Identify up stream and down stream issues
- Ensure compliance with established procedures
- Make adjustments where necessary

**EVENT**
- Admin/sponsor kick off
- Event Checklist
- Plan follow up and timelines
- Wrap up with team
- Update VSM
- Report out to Champions
- Report out to physician group
- Complete all documentation
- Clinic Comm Plan

**REQUIRED FORMS**
1. Steering Team Event Selection Form
2. Standard Communication Letter
3. Observation Forms
4. Metrics Sheet
5. General Current State Map

**ADDITIONAL DOCUMENTATION**
- Observations
- Action List
- Concerns
- Parking Lot Items
- Lessons Learned
- Timeline
- Misc.

**2/3 weeks**

1-4 weeks

6 Months
“Drive by” Kaizen
“The tool works if you know how to work the tool”
“The **tool** works if you know how to work the **tool**”
“I don’t know if 21 days makes a habit, but 21 days sure can break a spirit.”
“We Save Lives”

Autoliv

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Leadership System

Goal One = Excite/Engage

Goal Two = Align/Achieve
Organizational Results
2011-2012

- 7% Increase
- 29% Increase
- 8% Premium to Physicians
- 7.6% Increase
- 13,744

Margin
Equity
Comp
Pt. Sat
Ideas
People Results
“A new way to lead....”

• Focused conversations in the *Gemba*

• Systematic vs. Transactional decision making

• Celebrate the red dots
Leadership and learning are indispensable to each other.

John F. Kennedy
“Building systems is really about leaders learning to let go……”
-Thank You