A Lean Start

James Swisher, PE
Vice President, Project Management & Continuous Improvement
Mary Washington Healthcare, Fredericksburg, VA
Agenda

- Background
- Roadmaps
- Planning for Lean
- Self Training
- Lean Leaders
- Monthly Meeting Agenda

- Yellow Belt Program
- Results
- What’s Worked Well
- Challenges
- Lessons Learned
- In Progress / Future
- Management Buy-in
Background – Health System

- Mary Washington Healthcare (MWHC)
  - Since 1899
- Over 40 facilities and services
  - Mary Washington Hospital – 437 beds
  - Stafford Hospital – 100 beds
  - Emergency and Outpatient Center
  - Snowden at Fredericksburg
  - Women’s Health Institute
- Approximately 5,000 employees
Background – Project Management

• Consultant engagement – Lean projects identified

• Project Management & Continuous Improvement (PMCI) – September 2010
  – Project Management Office
  – Industrial Engineer/Lean Expert

• Corporate Efficiency & Operations Committee

• Leadership Commitment to Lean
  – Executive Leadership Training, July 2011
  – Executive Office Training, 2011
Envisioned Roadmap for Lean

1. Consultants identify projects
2. PMCI created with initial staff
3. Associates trained as Lean Leaders & Lean Master Leaders
4. Lean Leaders paired with projects
5. Ongoing Lean communication and education to the Organization
Planning for Lean

• Lean Training Research
  – Multiple national providers
  – Institute of Industrial Engineers (IIE)
• Trainee Selection
• Lean Green Belt Certification Training
  – Three-day, on-site course
  – 17 employees certified
  – November 2010
  – Lean Hospitals and The *Kaizen* Event Planner
Self Training

• IIE – MWHC PMCI Partnership
  – QTP (Qualified Training Provider)
• PMCI-trained employees
  – Class 2 – 16 students
  – Class 3 – 18 students
  – Class 4 – 20 students
• 72 employees trained
  – 62 current
Lean Leaders

• MWHC employees trained in Lean
  – 5S project after training
  – At least 1 (preferably 2) Lean projects a year
  – Attend monthly meetings
  – Propose and help on projects
  – Guide project selection / prioritization
  – Guide the Lean program
Monthly Meeting Agenda

• Lean Training
  – Guest speaker – Dr. Crane

• Project Results
  – 5S and Lean project presentations

• Program Review
  – Updates and discussions on the development of Lean in the organization

• Project Forum / New Requests
  – Project ideas and requests for help
Yellow Belt Program

• Internal training program, less intensive
• 4 classes, multiple times a year
  – Introduction to Lean
  – Introduction to Flow Charts
  – 5S
  – Performance Improvement – PDCA
• 9 Yellow Belt Lean Leaders trained
• Potential Green Belt candidates
Actual Roadmap for Lean

1. Consultants identify projects
   - PMCI created with initial staff
   - Associates trained as Green Belt Lean Leaders
   - Lean Leaders do 5S activity

2. Lean Leaders paired with initial projects
   - Second class of Lean Leaders
   - Monthly Meetings formalized
   - Lean Leaders select own projects

3. Executive Leadership Lean training
   - Development of Yellow Belt program
   - Third and fourth classes of Lean Leaders
   - Development of Lean Leader Point System

4. Focus on tools and tracking for Lean projects
   - Development of continued education for Lean Leaders
   - Building Lean into organizational goals
   - Ongoing Lean education for the organization
Results

• More than 20 5S projects completed
• More than $400,000 in Lean project savings
• Approximately $1,300 per class savings for PMCI
• 202 Associates in attendance for Lean Yellow Belt Classes – 9 certified
• 72 Associates Green Belt certified – 62 active
What’s Worked Well

• Partnership with IIE
  – National certification important

• Improved selection process
  – More engagement and energy
  – Targeted departments, roles
  – Self-elected or recommended

• More structured meetings and program

• 5S projects

• Popularity of Lean program and training
Challenges

• Balancing regular job demands with Lean activities
  – Prioritization
  – Changing roles / positions
• Confidence in Lean knowledge and skills
  – Knowing they can do it
• Reinforcing training with more education and tools
• Lean Leader Engagement
  – Active work on projects to stay sharp
  – Continual reinforcement of the program
  – Commitment from each Green Belt’s boss
• Selection
  – Some are just certification-hungry
Lessons Learned

• Organized Lean program and firm guidance
• Ample education and tool provision
• Pick the right attitudes and roles
  – Already engaged in project / improvement work
• Lean resonates – it reflects principles and ideas that are already important to us
• Employees are eager to make changes for the better – they just need the structure and tools to do it in!
In Progress / Future

- Point Reward System for Lean Leaders
- Building Lean into organizational goals
- Creating a culture of performance improvement and innovation
- Manager-Associate Agreement
- Black Belt Training
Management Buy-in

• For Bringing Lean to Your Organization
  – Results – This works and the literature shows it
  – Alignment with current challenges – This works on the problems you have
  – Appealing foci – respect for people, elimination of waste
  – Accessibility – Lean is rigorous and scientific, but not hard

• For Attending the ELSS Conference
  – Education – Learn Lean principles and steps
  – Results – Estimate the impact in your organization
  – Success stories – Get energized
  – Alignment with current challenges – Steal shamelessly from others!
Questions?

THANK YOU