Gemba

“Managing for Daily Improvement”
Objectives

• Introduction
• Healthcare Landscape
• Quick “Overview” of Lean
• Gemba at Lakeland Regional Health
• Tools
• Performance Highlights
• Bright Ideas
• Q&A
Who Am I?

Sheena Butts, Director of Org. Effectiveness
Who We Are?

- Fifth largest hospital in Florida
- Largest acute care hospital in Polk County, licensed with 851 beds
- Busiest single-site emergency department in the State receiving over 210,000 visits during 2015 and over 41,000 admissions
- Over 590 physicians comprise the active medical staff, which is assisted by more than 220 allied health professionals and support personnel
Healthcare Landscape

• U.S. spends per capita more than twice the average of other developed countries

• Medical errors are now considered the 3rd leading cause of death in the U.S.
  – 700 deaths per day

• Growing aging population + Less number of people in the workforce means...
We have to do more with less AND do it better.
What is Lean?

• A systematic process improvement strategy which focuses on **maximizing customer value** while **minimizing waste**
• Goals are to simultaneously improve:
  – Safety
  – Quality
  – Cost
  – Delivery
  – Morale
Key Elements of a Lean Enterprise

• A consistent way of thinking
• Total management philosophy
• An environment of teamwork and improvement
• Never-ending pursuit of a better way
• Organized and disciplined workplace
• Evolutionary and continuous
Philosophy
(Inspire us to do our very best)

Process
(Eliminate waste, add value)

People
(Nurture, educate and guide with integrity)

Problem Solving
(Continuous improvement and learning)
A Lean Culture

- People are our most important asset
- Grow leaders who live our promises
- Respect, develop and challenge our people and teams
- Utilize cross-functional teams to improve quality and productivity
Gemba

• Japanese term meaning
  – The “real” place
  – Where the work is performed
Gemba

• 2 Components
  – Gemba Walk
  – Gemba Board
Gemba Walk

• Lean Management Philosophy
  – Go See, Ask Why, Show Respect
  – Looking at and understanding processes rather than just looking at the results
  – Involve front-line staff in continuous improvement and problem solving
  – Create a more efficient and effective working environment and workforce
Gemba Boards

• Help facilitate Gemba Walks
• Are a lean tool for growing people and aligning organization to our strategic priorities
Gemba Boards

• Celebrate the positive everyday
• Four performance measures that directly relate to our strategic priorities
  – Safety
  – Quality
  – Financial
  – Operational
Gemba Boards

• Each unit is tasked with developing an action plan that they track daily in order to help improve their performance measures.

• Idea Tickets are provided for all staff to access and during the Gemba Walks the group decides and comes to consensus on the ideas.

  – Just Do It, Go, Hold, No Go
Tools
<table>
<thead>
<tr>
<th>Task</th>
<th>Responsible Party</th>
<th>Task Definition (Summary of Task)</th>
<th>Task Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Presenter</td>
<td><strong>Introduction</strong>&lt;br&gt;- Primary reasons for conducting Gemba Walk:&lt;br&gt;  - To insure support by the leadership team of performance improvement efforts&lt;br&gt;  - To understand quality metrics associated with core metrics&lt;br&gt;  - To learn, discover, engage, teach, and grow as an organization.&lt;br&gt;- <strong>Presenter Introduction</strong>&lt;br&gt;  - Introduces self and greets group&lt;br&gt;    (include department and role)&lt;br&gt;- <strong>Executive Introduction</strong>&lt;br&gt;  - Start promptly at scheduled time</td>
<td>30 sec</td>
</tr>
<tr>
<td>2.</td>
<td>Presenter</td>
<td><strong>Review department celebrations</strong>&lt;br&gt;- Read celebrations posted on the Gemba board</td>
<td>1 min</td>
</tr>
</tbody>
</table>
Above and Beyond Sample

Above and Beyond

demonstrated one or more of LRH Promises
by exhibiting the following caring factors:

Mutual Problem Solving • Attentive Reassurance • Healing Environment •
Basic Human Needs • Appreciation of Unique Meanings • Affiliation Needs
• Encouraging Manner • Human Respect

From: _________________________ Date: ______________

Together, our Promise is YOUR HEALTH.
<table>
<thead>
<tr>
<th>Number</th>
<th>Problem</th>
<th>Solution</th>
<th>Who</th>
<th>When</th>
<th>Sustainment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>□ 30 days ________</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>60 Days ______</td>
<td>□ 60 Days ________</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>90 Days ______</td>
<td>□ 90 Days ________</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>120 Days ____</td>
<td>□ 120 Days ________</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>□ 30 days ________</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>60 Days ______</td>
<td>□ 60 Days ________</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>90 Days ______</td>
<td>□ 90 Days ________</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>120 Days ____</td>
<td>□ 120 Days ________</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>□ 30 days ________</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>60 Days ______</td>
<td>□ 60 Days ________</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>90 Days ______</td>
<td>□ 90 Days ________</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>120 Days ____</td>
<td>□ 120 Days ________</td>
</tr>
</tbody>
</table>

**Process for Observation:**
### Tracking Sheet Sample

**METRIC:**

**Target (Goal):**

- **Red:** Did not meet goal
- **Green:** Met goal
- **Blue:** Not measured that day

| Metric (e.g., Heart Rate, Blood Pressure, etc.) | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 |
|-----------------------------------------------|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
|                                               |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |

**Num**

**Den**

**%**
## Pareto Chart Sample

<table>
<thead>
<tr>
<th>Reason or Cause</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>11</th>
<th>12</th>
<th>13</th>
<th>14</th>
<th>15</th>
<th>16</th>
<th>17</th>
<th>18</th>
<th>19</th>
<th>20</th>
</tr>
</thead>
<tbody>
<tr>
<td>DME approval</td>
<td>6/8</td>
<td>6/8</td>
<td>6/9</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SNF placement</td>
<td>6/8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Awaiting lab results</td>
<td></td>
<td>6/9</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Patient d/c appeal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No D/C order</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6/10</td>
<td>6/10</td>
</tr>
</tbody>
</table>
Ideas and More Ideas...
<table>
<thead>
<tr>
<th>DATE</th>
<th>IDEA</th>
<th>DECISION/ACTION</th>
<th>ADDITIONAL F/U</th>
</tr>
</thead>
</table>
| 8/1/16 | The O2 sensor on the
    dinamap is not working | Work order placed to Bio med
    Censors available in central supply                                           |                |
| 8/1/16 | Tile floor for B7 offices                                          | Environmental in process of changing out the flooring in offices                 | Should be changing the carpet with in next few weeks, 9/1-9/7 time frame |
| 8/2/16 | Curtain hooks are jammed in many rooms and do not work              | Environmental came and removed extra hooks and corrected the issue                |                |
| 8/2/16 | Bedside tables in rooms are very difficult to move                   | Work orders placed for specific rooms                                            | Follow up with engineering |
| 8/3/16 | Where to put Foley and CBI documentation in room                    | Paper table available to hang in room to keep track of urine output              |                |
| 8/3/16 | Requesting shorter gowns for petite patients                        | David Cox contacted vendor and will be sending petite gowns to trial             | David Cox is ordering some gowns for us to trial |
With Gemba

• Everyone is involved in the game
• Leader = Coach
Performance Highlights

- M5: 98 days without a fall
- M5: Reduced their incidental overtime by over 50%, 120 hours per pay period to less than 60 hours
- 5E: Increased their HCAHPS score from 40% percent to 90% percent
- M6: Increased their on time starts for Dialysis patients to above 80%
- M3: Increased Foley removal percentage and decreased device utilization to less than 50%
Performance Highlights

• ED: Eliminated reusable Pulse Oximetry and are on track to save the hospital approximately approx. $1,000,000 dollars
• Inpatient Units: Reduced Length of Stay
• 4E/W: HCAHPS increased from 40% to above 80%
• Pharmacy: 30% increase in Warfarin education provided to patients
• Radiology: Increased percentage of patients converted to CCTAs
Bright Ideas

- 3E/W: Troponin Reduction
- 5E: Water Bottle Reduction
- ED: Mass Casualty Training
- 5E: Curtains
- 5E: Medication Label Printing Reduction
- 4E/W: Telemetry Reduction
- B7: Discharge Paperwork Printing Reduction
Bright Ideas

• Radiology: Improved Transport
• Engineering: Weekly “Safety Topic” Sessions
• Food Service: Gluten-Free Menu Options
• Bannasch: Food Ambassador
• EVS: Partnering with units on standard customer service language
• Pharmacy: Additional Sentri 7 Rules
• Security: Staffing to Zones
“Lean is a system that says there is no limit to people’s creativity. People do not come here to “work” they come here to “think.””

- Taiichi Ohno
Thank You!

Sheena M. Butts
sheena.butts@mylrh.org
863-838-4113