Healthcare System Process Improvement Conference 2015

**Moderator:** Isaac Mitchell, Director – Lean Continuous Improvement, East Tennessee Children’s Hospital

**Today’s Presenter:** Kim Barnas, Faculty, ThedaCare Center for Healthcare Value
Agenda

• Conference Overview
  – Keynote Speakers
  – Session Tracks
  – Pre-Conference Workshops
  – Poster and Simulation Competition
  – Student Activities
  – Early Career Professionals Activities

• What to Expect
  – Networking
  – Idea Sharing
  – Collaboration
  – Current Trends in healthcare process improvement
Keynote Speakers

• **Kim Barnas**
  Faculty, ThedaCare Center for Healthcare Value
  Author, *Beyond Heroes, A Lean Management System for Healthcare*
  
  • M.S. in healthcare administration and served as a senior vice president of ThedaCare and president of Appleton Medical Center and Theda Clark Medical Center.
  
  • Development of a lean management system designed to deliver improved performance through a predictable process that develops leaders, identifies defects, solves problems and develops people.
Keynote Speakers

- **Dr. Chuck Webster**
  EHR Workflow Inc.
- He earned his degree in medicine at the University of Chicago along with degrees in accountancy, industrial engineering, and intelligent systems.
- Designed the first undergraduate program in medical informatics, was a software architect in a hospital MIS department, and also vice president and chief medical informatics officer for an EHR vendor for more than a decade.
- Ceaseless evangelist for process-aware technologies in healthcare, including workflow management systems, business process management and dynamic and adaptive case management.
Conference Tracks

i. Process Improvement
ii. Quality and Safety
iii. Analytics and Operations Research
iv. Human Factors
v. Potpourri
vi. Expert Panel Discussions
vii. Research
viii. Leadership and Change Management
ix. Systems Engineering
Poster Sessions and Vendor Exhibits
What to Expect

• Multitude networking opportunities
  – Dutch treat dinners, Cocktail Receptions
• Excellent continuing education opportunities
  – Workshops, Tours, Conference sessions, Poster presentations
• Fantastic opportunity to reconnect or collaborate with peer practitioners
• Environment for new improvement idea generation
  – Access to cutting edge practitioners from world-class institutions
How ThedaCare Created Its Own Management System

December 16, 2014
Kim Barnas,
Past SVP ThedaCare, President Appleton Medical Center and Theda Clark Medical Center Faculty, ThedaCare Center for Healthcare Value Author, Beyond Heroes
• An independent 501(c)3 education institute

• Founded in 2008, by John Toussaint, MD, CEO emeritus of ThedaCare

• Headquartered in Appleton, WI with offices in Lakeville, MN, Madison, WI, Green Bay, WI, Traverse City, MI and Boston, MA
ThedaCare as a Healthcare Delivery System – Where this all got started

- In 10th year of lean journey
- 6500 Employees
- 4800 employees affected by BPS so far

Appleton Medical Center

- 7 Hospitals, including a Cancer Center, Heart Institute, Level II Trauma Center, Stroke Center, Acute Rehab Unit
- 6 Behavioral Health Locations
- 3 Home Care Locations
- 2 Employer Health Locations
- 1 Skilled Nursing Facility
- 1 Senior Living Facility

Theda Clark Medical Center
ThedaCare
True North
Metrics

Safety
• System Patient Safety Bundle
• D.A.R.T

Quality
• Preventable Mortality
• 30 Day Readmission

Customer “Lori”
Customer Loyalty Score

People
• Engagement Index
• Health Assessment Score

Financial Stewardship
• Operating Margin
• Productivity
How ThedaCare Got Started

Our Lean Journey began in 2004

Value Stream Analysis → Rapid Improvement Events → Action Plans
The next step in the Journey:

The Business Performance System - This is How ThedaCare Delivers on Strategy Deployment and Daily Continuous Improvement in the Hospital Division
• How ThedaCare created and sustains a system of continuous improvement aligned with strategic goals

• Think about a model for cascading information effectively throughout the organization

• Implementing a system where employee coaching and mentoring can occur on a daily basis

• Explore the concept of building standard work for all leaders in gemba to support daily continuous improvement
Time

Human Development
Value Stream:
Respect for People

ThedaCare Improvement System:
Lean Thinking & Tools

Culture of Continuous Improvement

Performance

BPS: Leader Standard work & discipline
How we deliver improvement

Time
We are on a continuous improvement cultural transformation, and current systems for managing the business are not in alignment with new expectations.

- No one way to manage
- No way to measure performance
- No consistent way to problem solve
To develop our people to solve problems and improve performance.
True North Metrics (Board Approved)

3-5 year Strategic Plan (Board Approved)
System Strategy Deployed Drivers
Executive Team (A3)

Annual Strategic Plan Study and Adjust (Board Approved)
Divisional Operational Plan and Strategic Drivers (A3)

Point of Impact - Leader Standard work

- Daily Stat Sheet
- Daily Huddle
- Leadership Team
- Monthly Scorecard
- Unit VSA
- Monthly Performance
- A3 Thinking and Countermeasures
- Leader Standard Work
- Visual Management
- Kamishbai
Lean Management System

- Daily Stat Sheet
- Daily Huddle
- Leadership Team
- Monthly Scorecard
- Monthly Performance
- A3 Thinking and Countermeasures
- Leader Standard Work
- Visual Management
- Unit Flow Waste Removal
- Kamishibai
The No Meeting Zone
### VP/Director

**Performance Status**

- What Patients/Families or staff Risks are you monitoring?
- What ECO issues are you experiencing?

**List Unit:**

### Manager

**Quality**

- What Quality opportunities or concerns have you identified in the past week/month?
- How are you integrating quality performance into daily work?
- What are you learning from Leadership rounds?

**Safety**

- Who are those patients at highest risk for a fall?
- Who is the most difficult patient to move on the unit?
- Who is at risk for bundle misses today?
Title: Radiation Oncology Business Strategy

1. Reason for Action:
TheaCare's Radiation Oncology program is a critical element of our comprehensive Cancer Center.
- Our market leading program requires:
  - Leading edge technology
  - Exceptional human talent incorporated into effective teams.
  - Defect free processes
  - Increased productivity
  - Customer focused culture
  - Requires exceptional service
- The market has become more competitive putting TC at risk.
- There are well organized, highly visible, and motivated competitors seeking our market share.
- Our customers are more

2. Initial State:
- Radiation Oncology Gross Revenue Trend
  - Measure: Increase gross revenue over $15M from 2007
  - Initial 01/01/07: $1,091,927
  - Target: $2,107,246
  - 2007 EDQ Goal: $2,039,040
  - 2008 EDQ Goal: $2,008,000

3. Target State: Recognized in market as destination of choice for quality outcomes, cost, technology, and patient experience

4. Gap Analysis:
- Problem Statement: Radiate a treatment plan in time to prevent complications
- Root Cause (based on CEDAC):
  - Lack of MD and TheaCare Alignment
  - Delivery of Services across continuum disjointed
  - Our cost and outcomes are not transparent

5. Solution Approach:
- Problem Statement: Radiation Oncology Gross Revenue Trend
- Root Cause:
  - Lack of MD and TheaCare Alignment
  - Delivery of Services across continuum disjointed

6. Rapid Experiments:
- Experiment:
  - Increase gross revenue by 25% from 2007
  - Initial 01/01/07: $1,091,927
  - Target: $2,107,246
  - 2007 EDQ Goal: $2,039,040
  - 2008 EDQ Goal: $2,008,000

7. Completion Plans:
- What: A3 to next level-How to transition to Continuous Daily work and tracking
- Who: Kim
- By When: 10/1
- Complete: Processing A3 for Oncology Program
- Status: Working on US phase

8. confirmed State:
- Metric: Radiation Oncology Gross Revenue Trend
  - Initial 01/01/07: $1,091,927
  - Target: $2,107,246
  - 2007 EDQ Goal: $2,039,040
  - 2008 EDQ Goal: $2,008,000

9. Insights:
- Technology is only as good as the person operating the machine.
- Manitowoc Holy Family has joined St. V group – we will continue to look at new opportunities.
Drivers - Respond

**2009 VP Scorecard**

- **Measure**: Safety
- **Owner**: Barns / Adair
- **Reduce number of falls in acute areas by 20%**

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<th>Goal</th>
<th>2009 TARGET</th>
<th>Yr End % Improvement</th>
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<td>2.3</td>
<td>20%</td>
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<tr>
<th>2008 Baseline</th>
<th>2009 YTD</th>
<th>YTD % Improvement</th>
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<tr>
<td>2.83</td>
<td>1.38</td>
<td>51%</td>
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**Reduce Patient Falls (in Acute care areas) (HD AMC+TC)**

**Watch Indicators - Observe**
Managing to Establish Standards (Kamishibai)
☑ Leaders must teach
☑ Leaders must observe
☑ Leaders must coach
☑ Leaders must help teams identify improvement opportunities
Examples of Leader Standard Work

- Daily Stat Sheet
- Daily Performance Review Huddle
- Leadership Team and Scorecard
- A3 and PDSA thinking
- Monthly Scorecard Review Meeting
- Process Observation Calendaring (kamishibai)
• Create and sustain a system of continuous improvement aligned with strategic goals
• Cascade information effectively throughout the organization
• Implement a system where employee coaching and mentoring can occur on a daily basis
• Build standard work for all leaders in gemba to support daily continuous improvement
Questions
Beyond Heroes

A Lean Management System for Healthcare

Kim Barnas
with Emily Adams

Forewords by Jim Womack and John Toussaint, MD

Download a sample chapter at:
createvalue.org/beyondheroes
Join us in sunny Orlando, FL!

- **Conference Website:** [www.shsconference.org](http://www.shsconference.org)
- **Date:** February 18-20, 2015
- **Location:** Rosen Plaza Hotel, 9700 International Drive, Orlando, FL 32819