Moving Beyond Heroics using Lean Thinking and a Lean Management System
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ThedaCare as a Healthcare Delivery System – Where this all got started

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

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

In the Year 2000

- 2 Hospitals, including a Cancer Center, Level II Trauma Center, Acute Rehab Unit
- 9 Physician Clinics
- 1 Behavioral Health Location
- 1 Home Care Locations
- 0 Employer Health On-Site Clinics
- 0 Skilled Nursing Facility
- 1 Senior Living Facility
- $400M Revenue

In the Year 2014

- 7 Hospitals including Cancer Center, Heart Institute, Level II Trauma Center, Stroke Center, Acute Rehab Unit
- 37 Physician Clinics
- 6 Behavioral Health Locations
- 3 Home Care Locations
- 39 Employer Health On-Site Clinics
- 1 Skilled Nursing Facility
- 1 Senior Living Facility
- 1,359,462 Patient Visits (2013)
- $1 Billion U.S. Revenue (2014)
Major Components of Lean System: One Model

- System Decisions – Deployed through Strategy Deployment
- Catch-ball from Operational Plans occurs at each level starting with the Strategic Plan (Influence)
- Standard Work, Improvement and Innovation (Leader and Clinical)
- Gemba at all levels
True North Metrics

Purpose: Measuring the health of the organization

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

Quality
- Preventable Mortality
- 30 Day Readmission

Customer
- Customer Loyalty Score
  - HCAHPS

People
- Engagement Index
- Health Assessment Score

Financial Stewardship
- Operating Margin
- Productivity
How ThedaCare Got Started…

The Lean Journey began in 2004

Value Stream Analysis → Rapid Improvement Events → Action Plans
We learned how to use the Tools
A management system that aligns (both vertically and horizontally) an organization’s functions and activities with its strategic objectives

Uses the PDSA process to develop a plan with precise goals, actions, timelines, responsibilities and measures
The next step in the Journey:

The *Business Performance System* - A Lean management system
Todays Discussion

• 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

Value Stream: Respect for People

Culture of Continuous Improvement

Performance

ThedaCare Improvement System: Lean Thinking & Tools

BPS: Leader Standard work & discipline

How we deliver improvement
Reason for Action-2008

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
Goal

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 Performance
- A3 Thinking and Countermeasures
- Leader Standard Work
- Monthly Scorecard
- Visual Management
- Unit VSA
- Kamishbai
Lean Management System

- Daily Stat Sheet
- Daily Huddle
- Leadership Team
- Monthly Scorecard
- Monthly Performance
- A3 Thinking and Countermeasures
- Leader Standard Work
- Visual Management
- Kamishbai
- Unit Flow Waste Removal
- Lean Management System
Leadership Skills for a Lean System

1. Assessing and taking risk
2. Mentoring and motivating people to achieve
3. Ability to recognize waste
4. Develop shared thinking among the team
Leadership Skills for a Lean System

(Continued)

5. Ability to persuade and influence
6. Use of a standard toolset (9 tools)
7. Discipline...rigorous discipline
8. Agility
The No-Meeting Zone
The Daily Stat Sheet
The Scarborough Hospital Stat Sheet Exchange
## Stat Sheet Connections

### VP/Director

**Performance Status**

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

**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?

### Manager

**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?
The Daily Performance and Defect Review Huddle
Early in Journey Huddle
An Engaged Community of Problem Solvers!
The Monthly Scorecard
Scorecard Connections

Owner: Jamie Dunham
Title and Area: VP Operations AMC

Monthly Scorecard - Team

VP/Director

2013 Scorecard:
Surgical Services

Owner:
Kraai/Baker/Xiong/Riedemann

Goal Statement:
0 Patient Falls

Manager
Use A3 Thinking
What is the problem (driver) we are trying to solve? Every driver must have an A3.
The Monthly Performance Review Meeting
Monthly Performance Communication Diagram

**Senior Leadership Team Monthly True North Review**
Reps from division leadership teams and the Senior Leadership Team meet together following defined standard work to discuss the division scorecards as they relate to strategic deployment and True North.

**Division Leadership Team Monthly Performance Review**
Division leadership meets together following defined standard work to discuss their scorecards as they relate to division drivers.

**VP or Director Leadership Team Monthly Performance Review**
VP or director meets with manager team following defined standard work around VP or director scorecard.

**Manager Leadership Team Monthly Performance Review**
Managers meet with leadership team following defined standard work around team scorecard.

**Timeline**
- **3rd Monday of the month**
- **3rd Thursday of Every Other Month**
- **6th to 8th Business Day of the Month**
- **4th or 5th Business Day of the Month**
Leadership Standard
Work
Categories of Standard work

- Clinical Standard Work
- Tactical Leader Standard Work
- Calendar based Standard Work
Leader Standard Work

- Leaders must teach
- Leaders must observe
- Leaders must coach
- Leaders must help teams identify improvement opportunities
Example of Executive Coaching
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)
Kamishibai….Purpose: To observe and manage standard work.
Visual Management
Area/Unit Improvement Center

Owned by the Manager and their Team

creates development opportunities for leaders and staff
Begin the Dialogue

• 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
Download a sample chapter at:
createvalue.org/beyondheroes