

# Leading a Lean Transformation at Fraser Health

National Healthcare Leadership Conference  
Panel Presentation

June 11, 2007

Toronto, ON

# Overview

- Introductions
- Lean healthcare
- Executive leadership
- Implementer/trainer
- External facilitator/coach
- Questions & discussion

# Introductions

- Diane Miller  
Executive Director, Fraser Health
- Laura Drozdiak  
Clinical Nurse Educator, Fraser Health
- Kevin Brodt  
Principal, Lean Innovations

# Lean Healthcare Overview

- Toyota Production System (TPS)/Lean
- Lean introduced to healthcare ±2002
- Key objectives:
  - Eliminate waste
  - Make patient/client care “defect free”
  - Improve quality of patient care
  - Increase workplace satisfaction

# Approach & Methodology

- Staff education of Lean concepts, focusing on the following cross-boundary tools:
  - Direct observation
  - Value Stream Mapping (VSMs)
  - Root cause problem solving (A3s)
- Training and application with external facilitator/coach
- Sustainability through development of internal Lean coaches and implementers

# Executive Leadership

- Introducing Lean in acute care
- Triggering event and motivation
- Initial phases
- Spread and sustainability
- Introduction to FH Community

# Challenges & Lessons Learned

- Funding a new transformation initiative
- Achieving early successes
- Maintaining momentum during reorganization and staff turnover

# Implementer/Trainer

- Lean Healthcare at Eagle Ridge Hospital
- Specific measurable improvements
- Coach and teacher role
- Challenges & lessons learned
- Strategies for Sustainability



# Lean Healthcare at Eagle Ridge Hospital

- Initial education
- Internal resources
- Continued learning

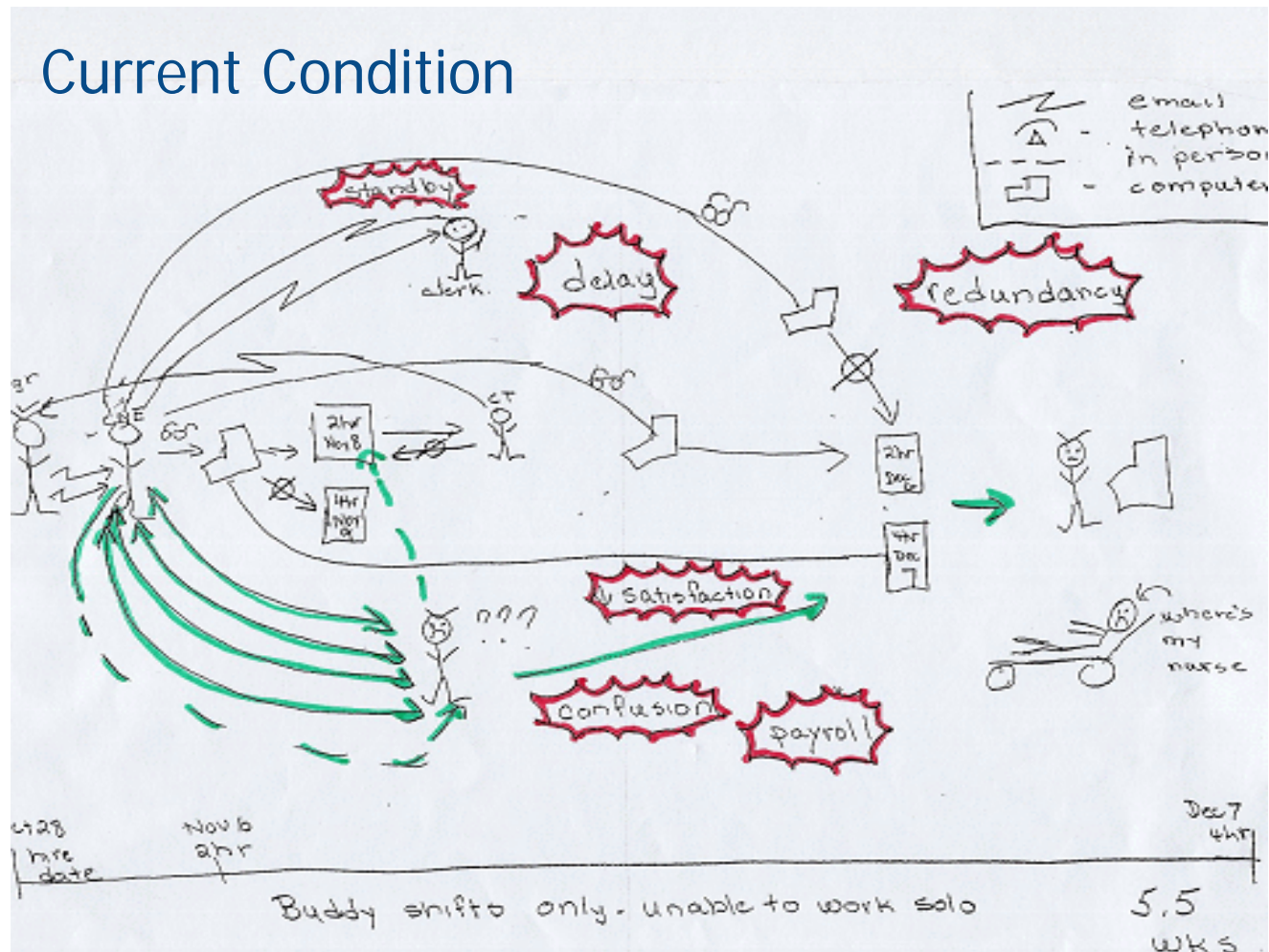


# Improvements to New Hire Orientation

- Issue
- Background
- Measurement

# Improvements to New Hire Orientation

## Current Condition

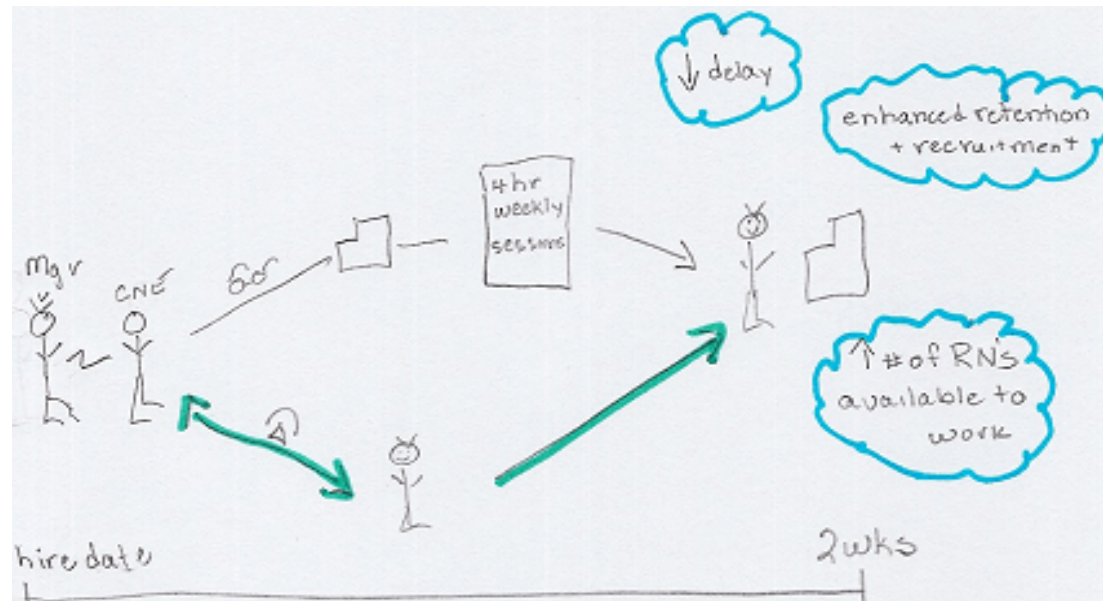


# Improvements to New Hire Orientation

- Root cause problem analysis
  - Delay of 5.5 weeks
  - New hire unable to work solo
  - Decreased satisfaction for new hire
  - Increased cost

# Improvements to New Hire Orientation

## Target Condition



# Improvements to New Hire Orientation

- Countermeasures
  - Condense meditech training to 4 hours
  - Offer training weekly rather than monthly
  - Separate meditech training from the rest of orientation

# Improvements to New Hire Orientation

- Cost
  - 4 hour format already developed and being used in Fraser South
  - No increased cost to computer trainers because of decrease in time from 6 hours to 4 hours

# Improvements to New Hire Orientation

- Cost benefit/Waste recognition  
Replace needed shifts with overtime  
3.5 wks saved = \$6,426 x 60 hires/year

**Annual savings of \$385,560 for one hospital**



# Improvements to New Hire Orientation

- Outcomes
  - Reduction from 5.5 weeks to 2.2 weeks
  - Acute & long term care orientation combined
  - CNE time reinvested in developing content
  - Existing staff now able to attend orientation sessions (continuing education)

## Other Success Stories

- Decreased delays in ER stretcher wait time
- Decreased turnaround time in medical imaging for ER patients
- Permanent pacemaker transfer checklist
- ER equipment safety checks
- Code cart re-organization
- Decreasing OT in medical imaging

# Challenges & Lessons Learned

- Time
- Support
- Maintaining momentum



# Strategies for Sustainability



- Individual
  - Apply the tools as frequently as possible
- Organizational
  - Dedicated champion
  - Coaches
  - Communicate & celebrate successes

# External Facilitator/Coach

External service provider:

- Lean Innovations Inc.



# External Facilitator/Coach

- ▶ Support leadership's objectives
- ▶ Knowledge transfer (content matter)
- ▶ Coaching to support applied learning
- ▶ Development of internal resources





# Supporting Leadership

- ▶ Cultivate “owners” of the initiative
- ▶ Active Leadership participation
- ▶ Identify successful roll-out strategies
- ▶ Staff engagement & team building
- ▶ Assist in development of sustainability strategies





# Knowledge Transfer

- ▶ New way of doing business vs. new add-on initiative
- ▶ Responsive to healthcare workers and their environment
- ▶ Instruction and application w/coaching







# Development of Resources

- ▶ Identify existing/available internal resources and supports
- ▶ Develop internal coaches/facilitators
- ▶ Provide external support when/where required



# Questions & Discussion

Thank you