Learning Organizations, Lean, and Leadership.

Lean Principles = Better Patient Care?

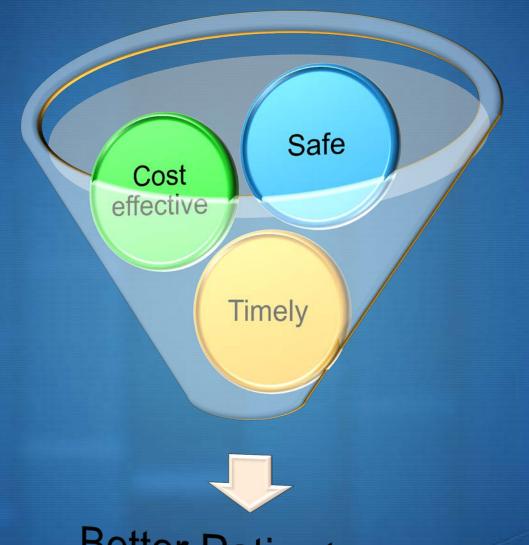
Betsy Alley MD
Shelly Randazzo MN(c), RN
Results Washington 2015
October 21, 2015

DISCLOSURE

I have no financial relationships with commercial support to disclose.

Learning Objectives





Better Patient care

Affordable Care Act: Health Care Reform



The new health care law aims to reform the health care industry by cutting out waste, reallocating where government funding goes, fixing what doesn't work, and most of all ensuring health care for Americans.

Report to President Obama Endorses Lean & Systems Engineering in Healthcare

Lean and Healthcare

- Creating Value for Patient
 - Using less resources to do more work

- Reducing waste
 - Minimize non-value added activities

VMPS House

Virginia Mason Production System

To Make things in the Right Way

JUST IN TIME Standard Takt Time People Work Production Operate with the minimum resource required to One Piece Flow Standard Work in Production consistently deliver Materials Process Supermarket System Just what is needed. Kanban In just the required amount. Just where it is needed. Just when it is needed. Andon Pull System Production Machines Operational Availability

Jidoka

One-by-one confirmation to detect abnormalities.

Stop and respond to every abnormality.

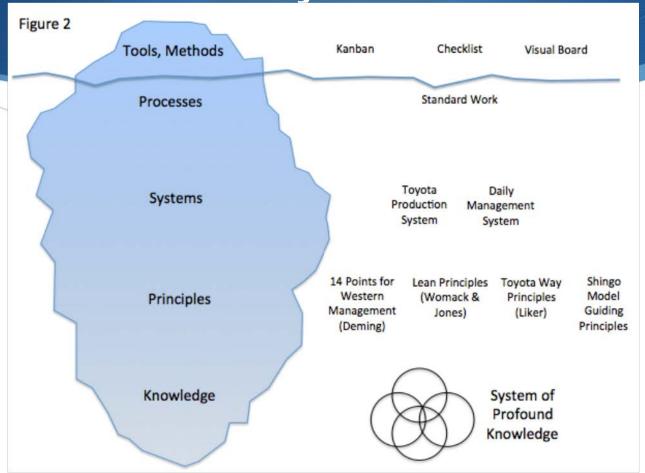
Separate machine work from human work.

Enable machines to detect abnormalities and stop autonomously.

Leveled, Production (Heijunka)

Cost Reduction Through The Elimination of Muda (Waste or Non-Value Added)

Tools – only the surface



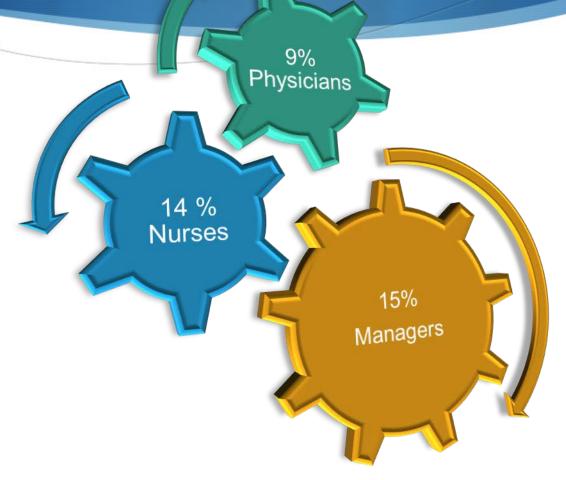
2012 Gallup Poll National Employee Engagement

	ENGAGED 2009	ENGAGED 2012	NOT ENGAGED 2012	ACTIVELY DISENGAGED 2012
Managers, executives, and officials	26%	36%	51%	13%
Professional workers: physicians	*	34%	57%	9%
Professional workers: nurses	*	33%	52%	15%
Professional workers: teachers	*	31%	56%	13%
Professional workers: other categories except physicians, nurses, and teachers		30%	55%	15%
Clerical or office workers	27%	30%	51%	19%
Construction or mining workers	29%	30%	52%	18%
Government worker	28%	29%	53%	18%
Sales workers	24%	29%	51%	20%
Installation or repair workers	25%	29%	51%	20%
Service workers	32%	29%	50%	22%
Transportation workers	21%	25%	47%	28%
Manufacturing or production workers	18%	24%	50%	26%

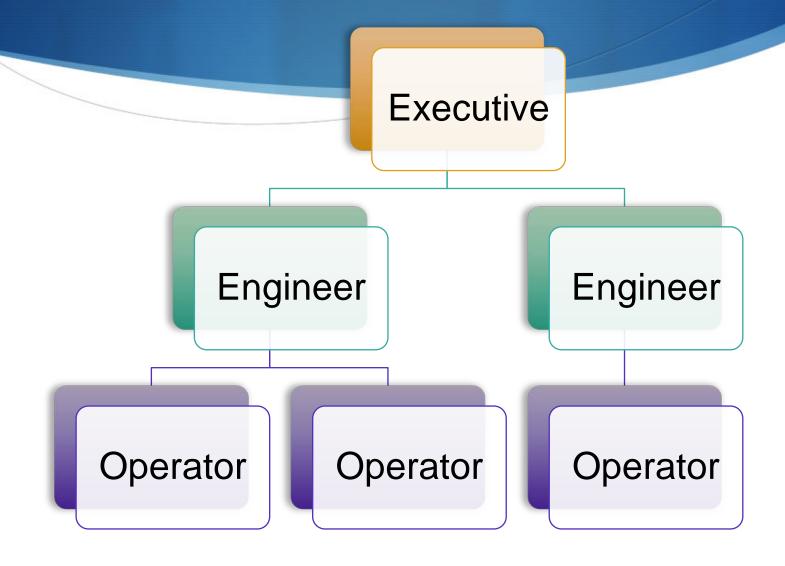
2012 Gallup Poll National Employee Engagement

E	NGAGED 2012	NOT ENGAGED	DISENGAGED 2012
Managers	36%	51%	13%
Physicians	34%	57%	9%
Nurses	33%	52%	15%

Gallop Poll 2014 Actively Disengaged Healthcare Providers



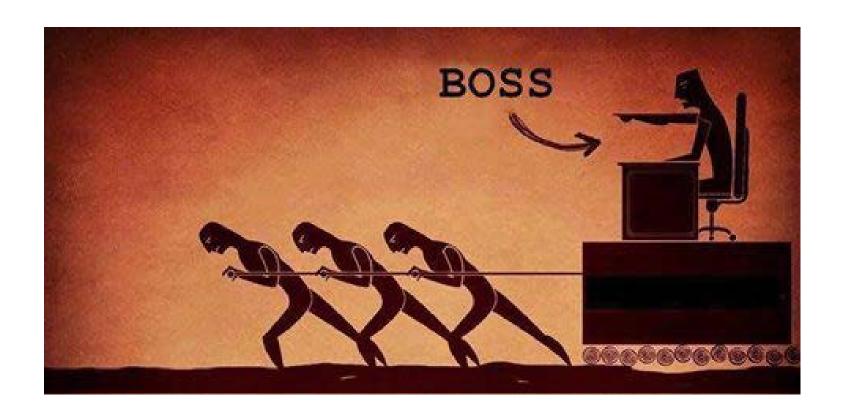
Traditional Management



Train Wreck Management



http://effective-crm-consulting.com/wp-content/uploads/2014/06/062114_1317_TrainWreckM1.jpg



Brittle systems

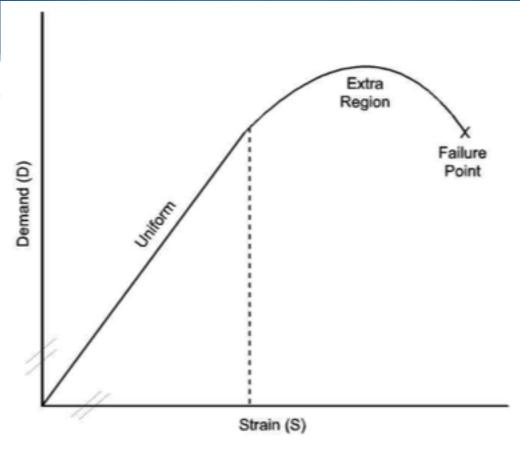
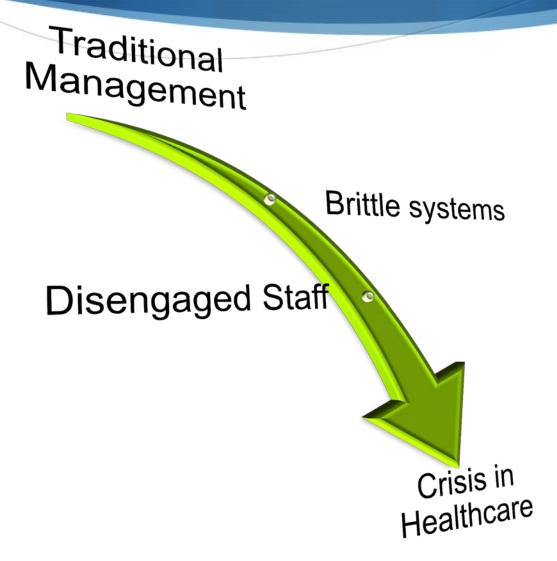


Figure 1: Basic stress-strain or demand-stretch state-space.

Woods, D. Wreathall, J. Stress-Strain Plots as a Basis for Assessing System Resilience. Chapter 12 **Resilience Engineering Perspectives: Remaining sensitive to the possibility of failure.** Editors Hollnagel, E. et al Ashgate
Publishing 1 td., Jan 1, 2008

Current state



- "The significant problems we face cannot be solved at the same level we were at when we created them"
- Albert Einstein

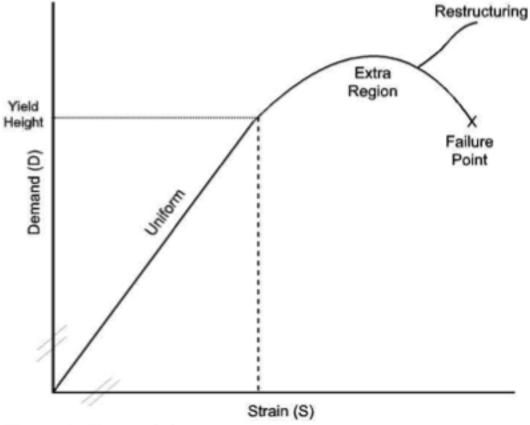
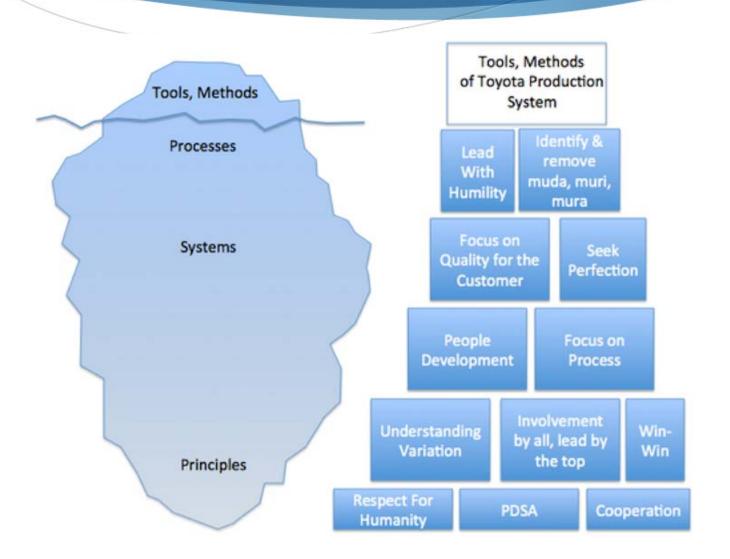


Figure 2: Expanded stress-strain state-space.

Woods, D. Wreathall, J. Stress-Strain Plots as a Basis for Assessing System Resilience. Chapter 12 **Resilience Engineering Perspectives: Remaining sensitive to the possibility of failure.** Editors Hollnagel, E. et al Ashgate Publishing 1 td., Jan 1, 2008



Nurture new and expansive patterns of thinking

Collective aspirations set free

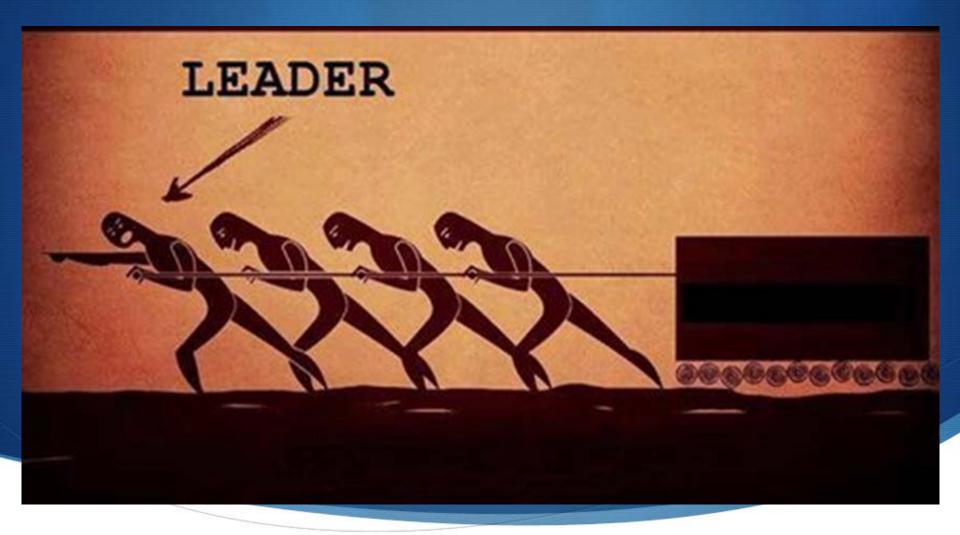
Expand their capacity to create the results they desire

Learning Organizations Learn to see the whole together

Alternate Leadership Model

▲ Leadership – Communicating to people their worth and potential so clearly they are inspired to see it in themselves.

Daily Kaizen



Learning Organization

Team Learning Mental Models

Personal Mastery Systems Thinking

Building Shared Vision

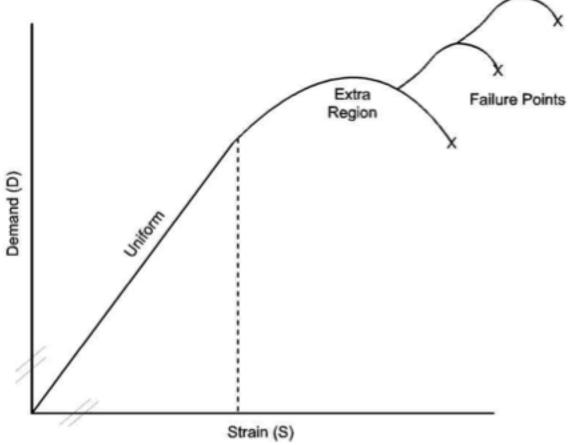
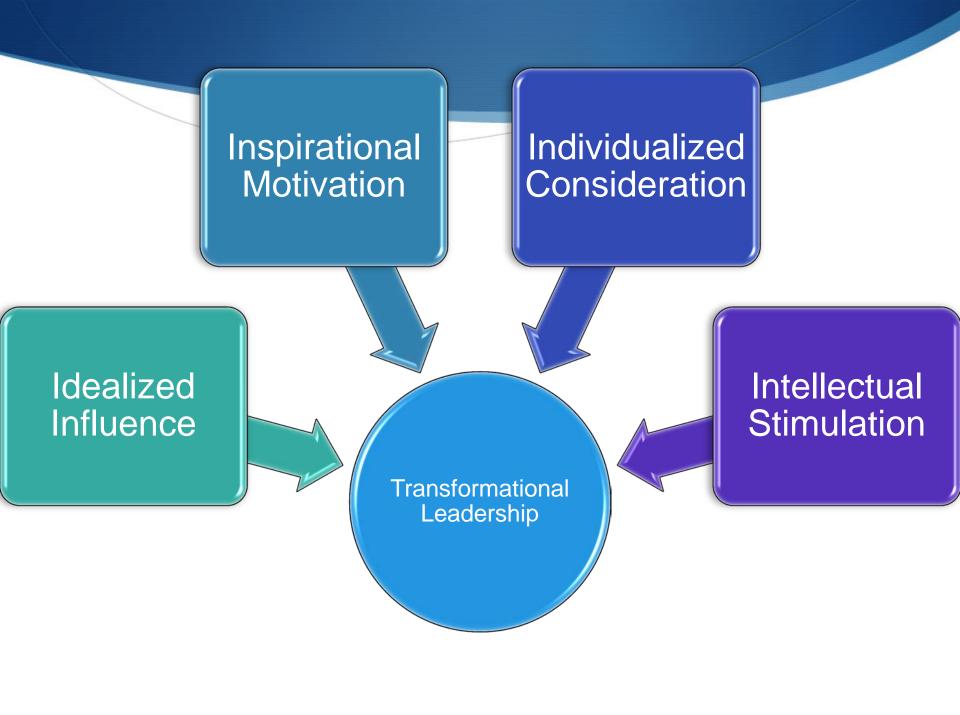


Figure 3: Sub-regions within the extra-region of the stress-strain state-space.

Woods, D. Wreathall, J. Stress-Strain Plots as a Basis for Assessing System Resilience. Chapter 12 **Resilience Engineering Perspectives: Remaining sensitive to the possibility of failure.** Editors Hollnagel, E. et al Ashgate Publishing 1 td., Jan 1, 2008



Individual Resilience

Confidence

Having feelings of competence, effectiveness in coping with stressful situations and strong self esteem are inherent to feeling resilient. The frequency with which individuals experience positive and negative emotions is also key.

Purposefulness

Having a clear sense of purpose, clear values, drive and direction help individuals to persist and achieve in the face of setbacks.

RESILIENCE

Social Support

Building good relationships with others and seeking support can help individuals overcome adverse situations, rather than trying to cope on their own.

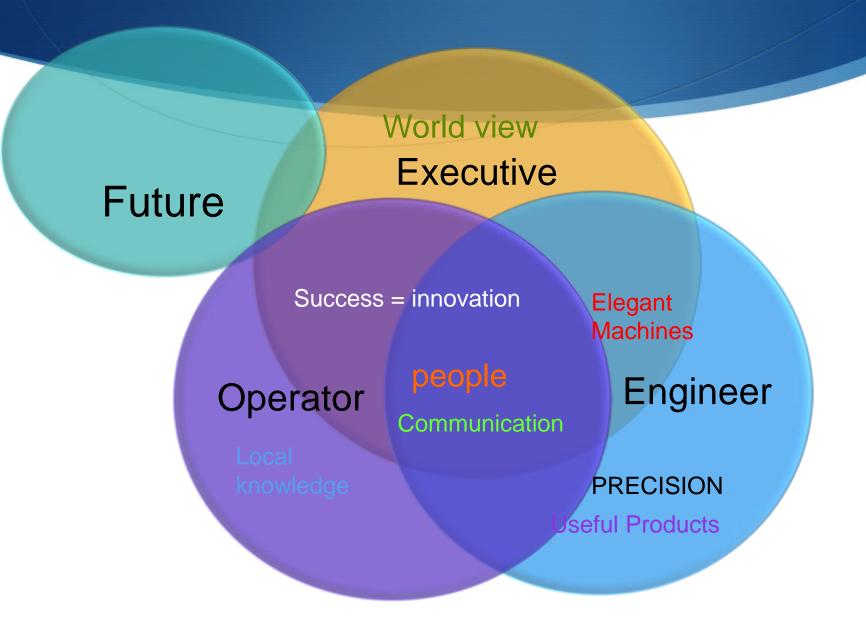
Adaptability

Flexibility and adapting to changing situations which are beyond our control are essential to maintaining resilience. Resilient individuals are able to cope well with change and their recovery from its impact tends to be quicker.

http://idyia.co.uk/perch/resources/4areas.png

Daily Kaizen Activities

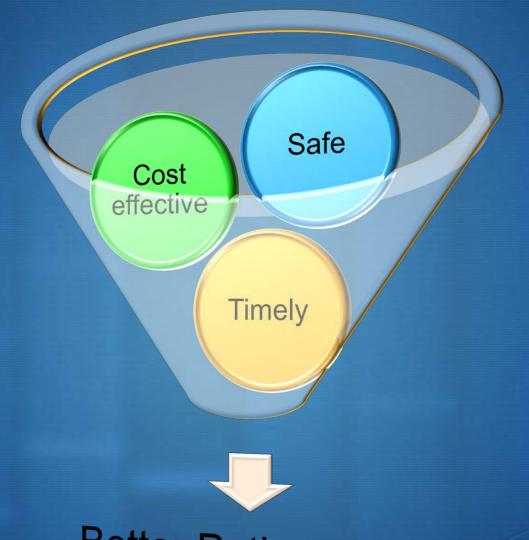
- Mock codes
 - Quarterly mock codes
 - Identify areas of improvement
 - PDSAs
 - Visual standard work for MH and airway carts
- Improved accuracy of OR pick lists
- Kitting of supplies for wound care



Abstract

Adapted from http://thehypertextual.com/2013/01/29/21st-century-management-and-the-virtues-of-operational-subculture/





Better Patient Care

Great Barrier Reef







Continuous Daily Improvements

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