

# Learning Organizations, Lean, and Leadership.

## Lean Principles = Better Patient Care?

Betsy Alley MD

Shelly Randazzo MN(c), RN

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### 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.

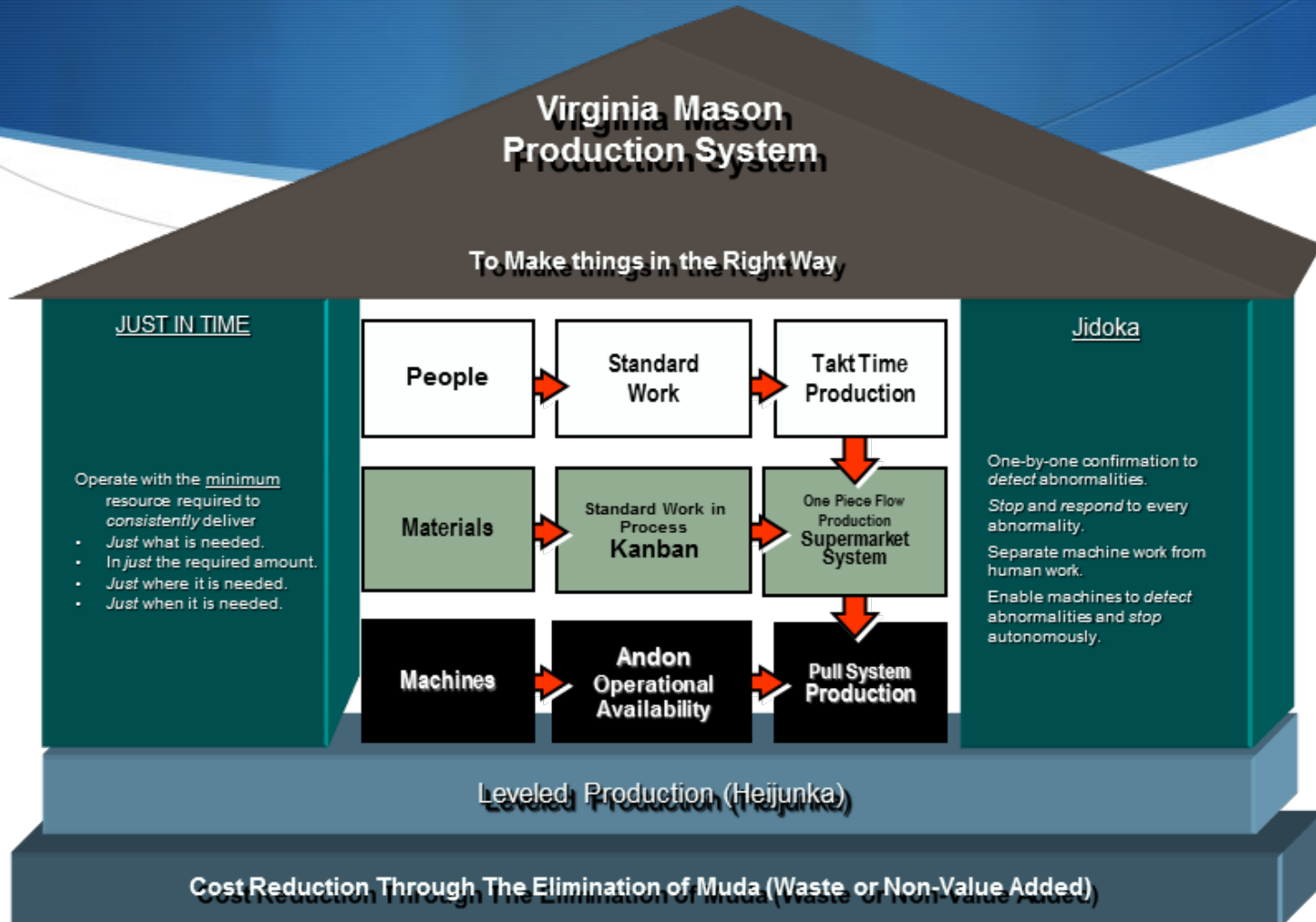
[Report to President Obama Endorses Lean & Systems Engineering in Healthcare](#)

# Lean and Healthcare

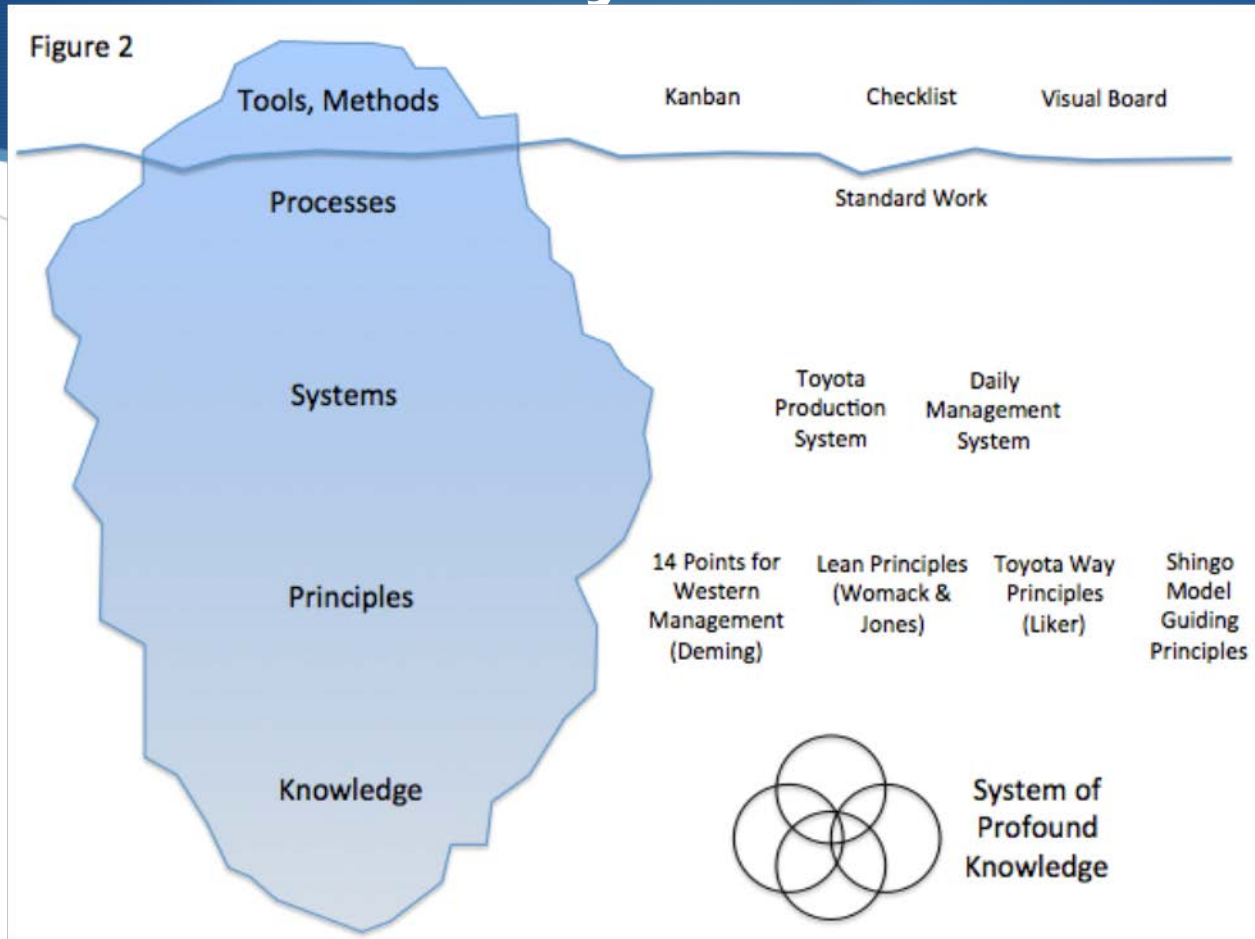
- ◆ Creating Value for Patient
  - ◆ Using less resources to do more work
- ◆ Reducing waste
  - ◆ Minimize non-value added activities



# VMPS House



# Tools – only the surface



# 2012 Gallup Poll National Employee Engagement

	<b>ENGAGED 2009</b>	<b>ENGAGED 2012</b>	<b>NOT ENGAGED 2012</b>	<b>ACTIVELY DISENGAGED 2012</b>
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%

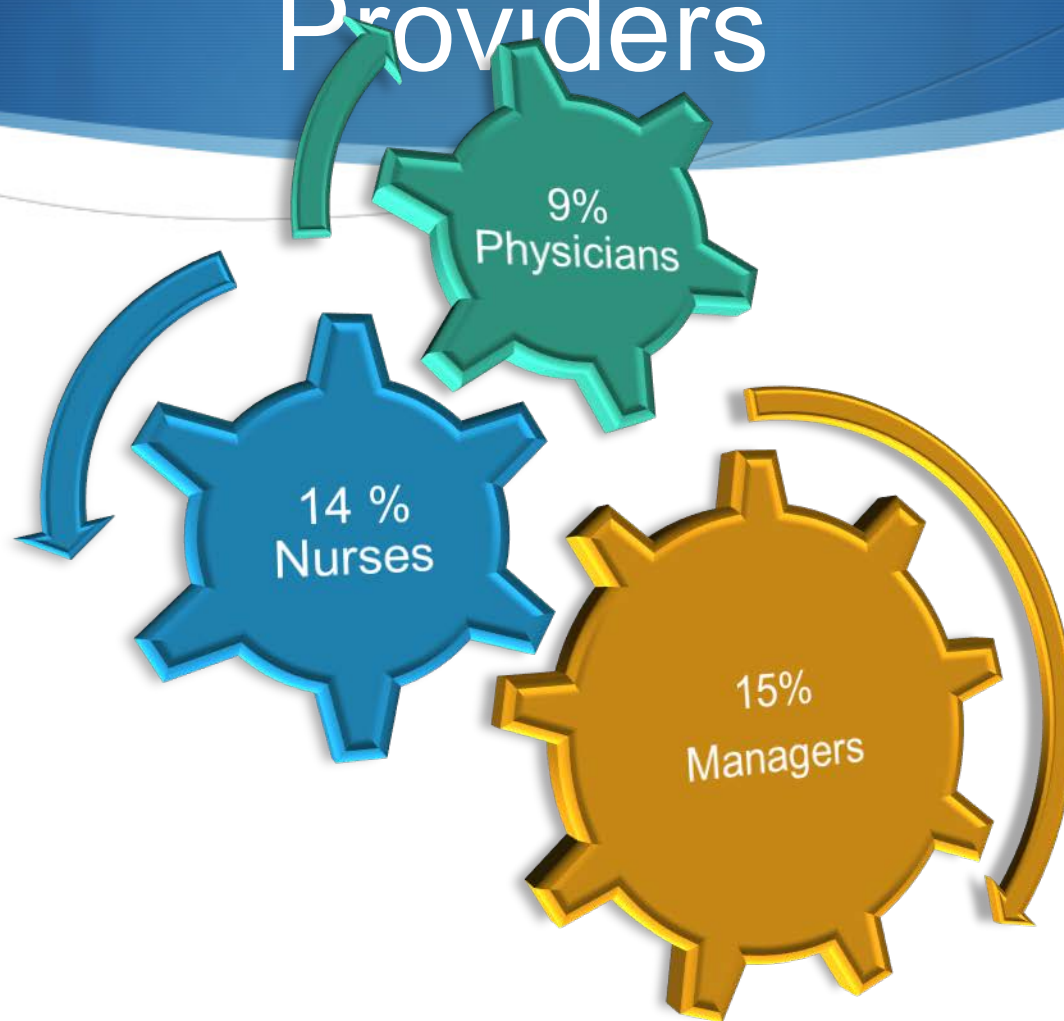


# 2012 Gallup Poll National Employee Engagement

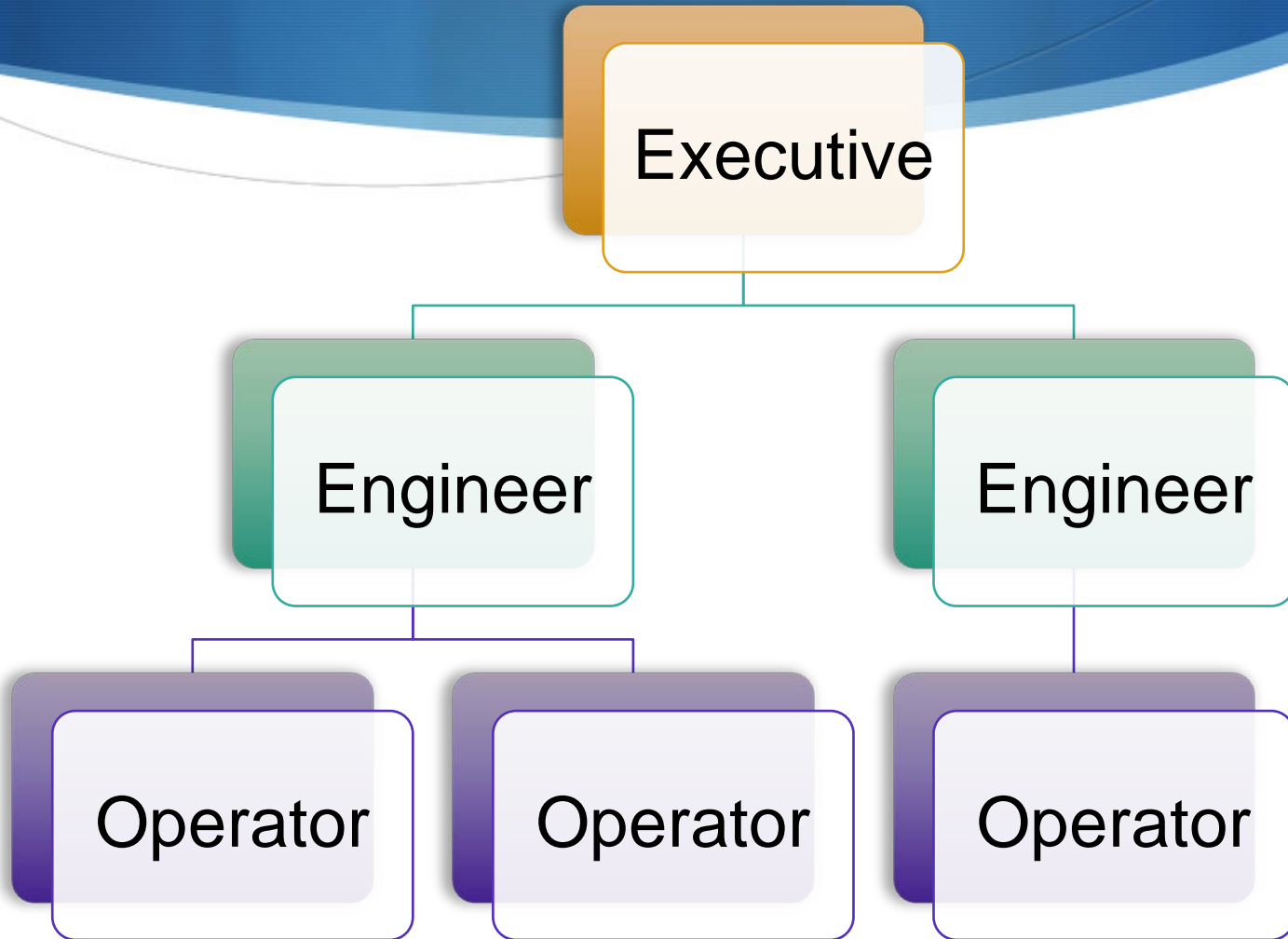
	<b>ENGAGED 2012</b>	<b>NOT ENGAGED 2012</b>	<b>ACTIVELY DISENGAGED 2012</b>
<b>Managers</b>	36%	51%	13%
<b>Physicians</b>	34%	57%	9%
<b>Nurses</b>	33%	52%	15%

# Gallop Poll 2014

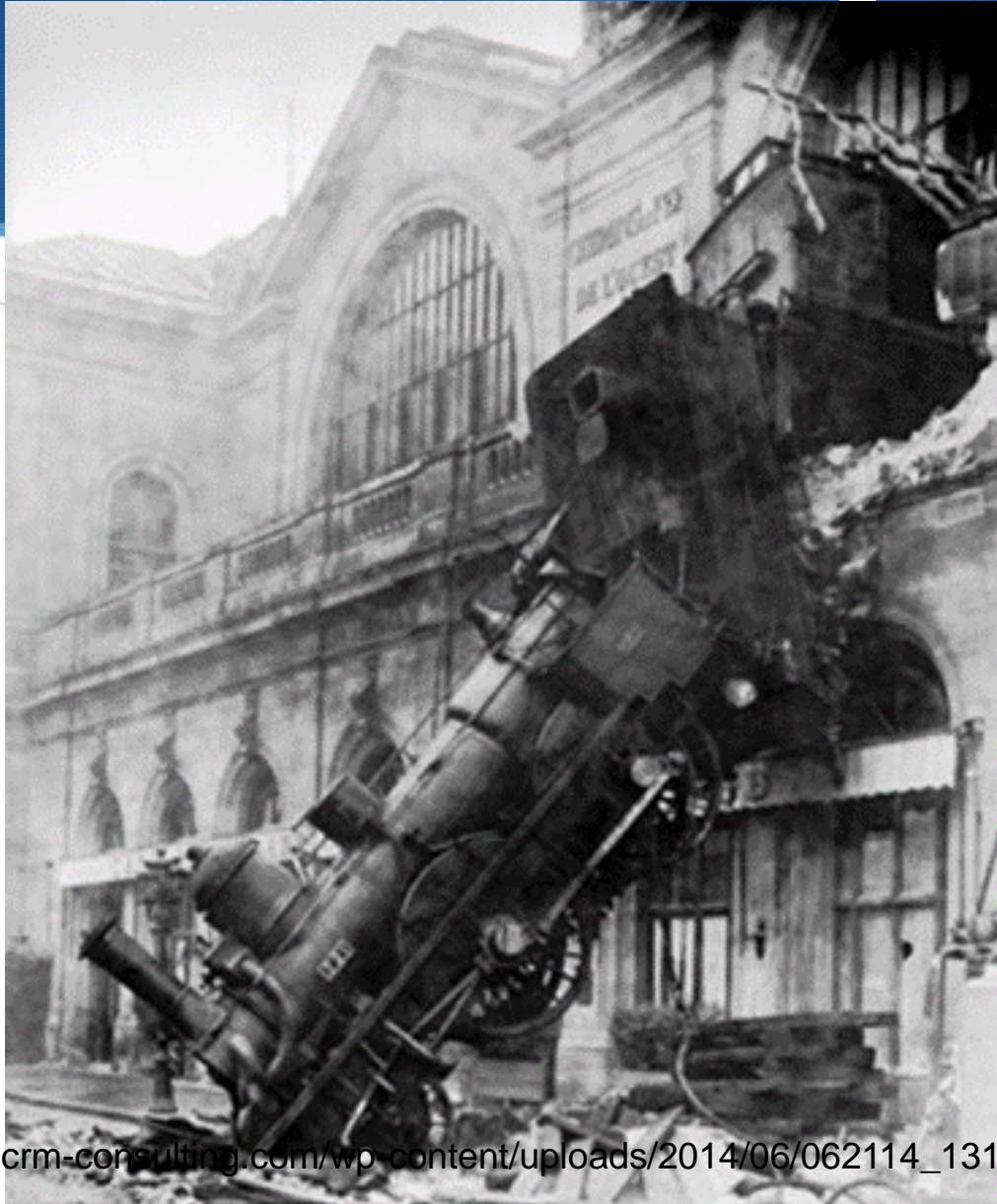
## Actively Disengaged Healthcare Providers



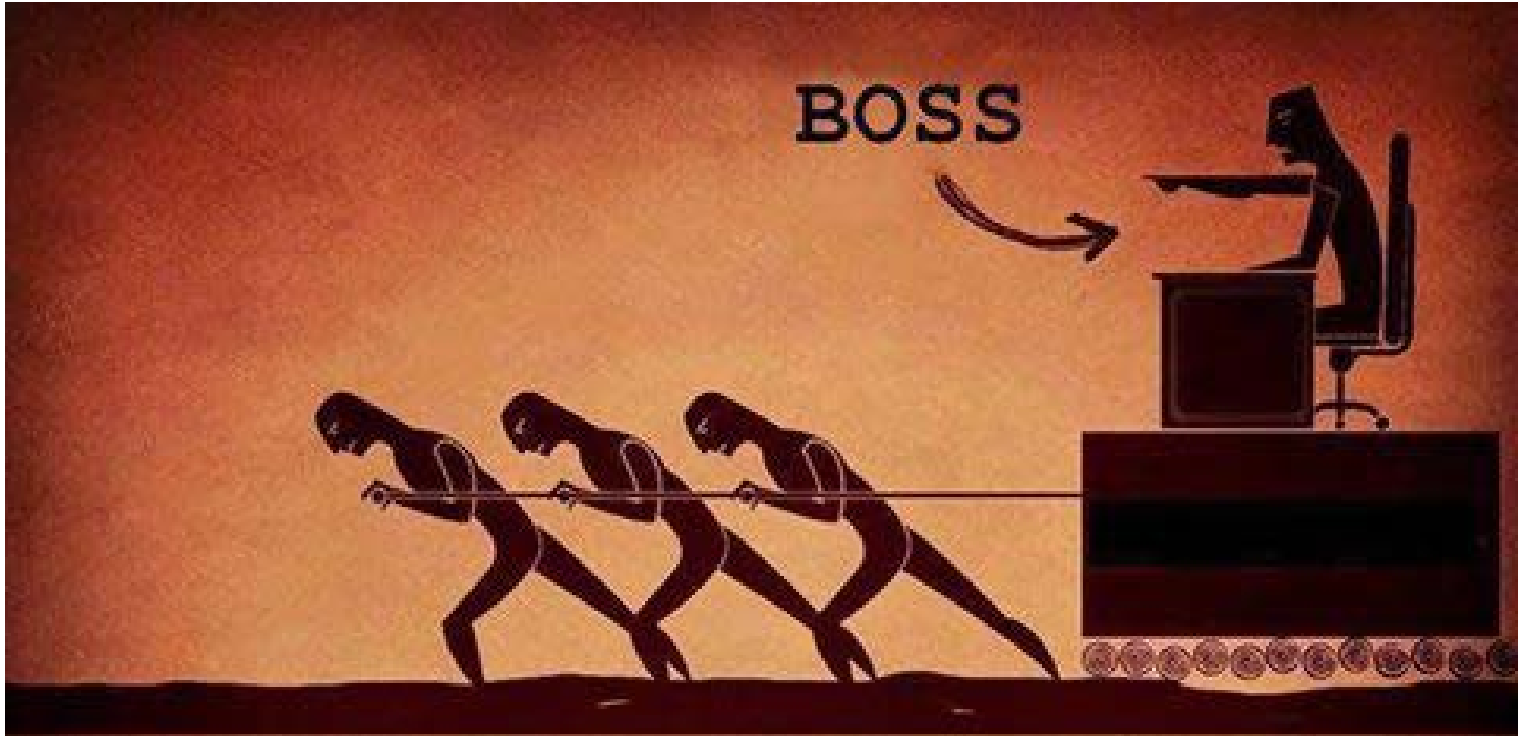
# Traditional Management



# Train Wreck Management

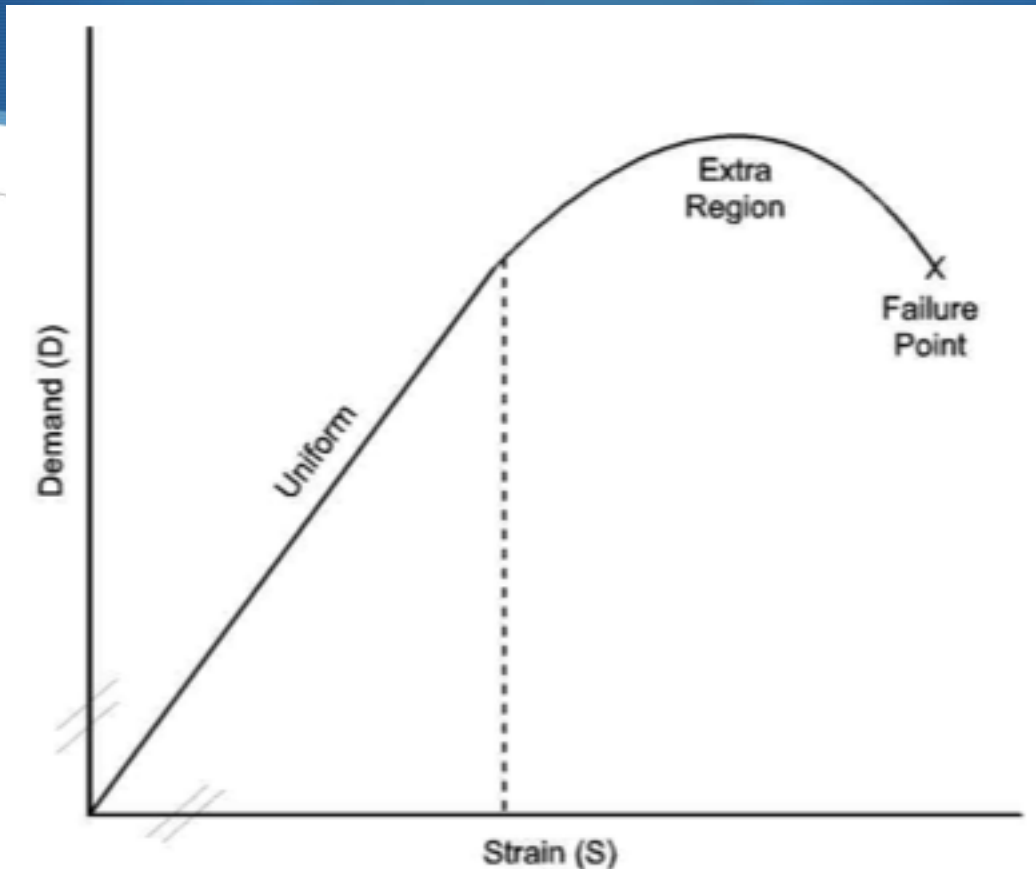


[http://effective-crm-consulting.com/wp-content/uploads/2014/06/062114\\_1317\\_TrainWreckM1.jpg](http://effective-crm-consulting.com/wp-content/uploads/2014/06/062114_1317_TrainWreckM1.jpg)





# Brittle systems



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

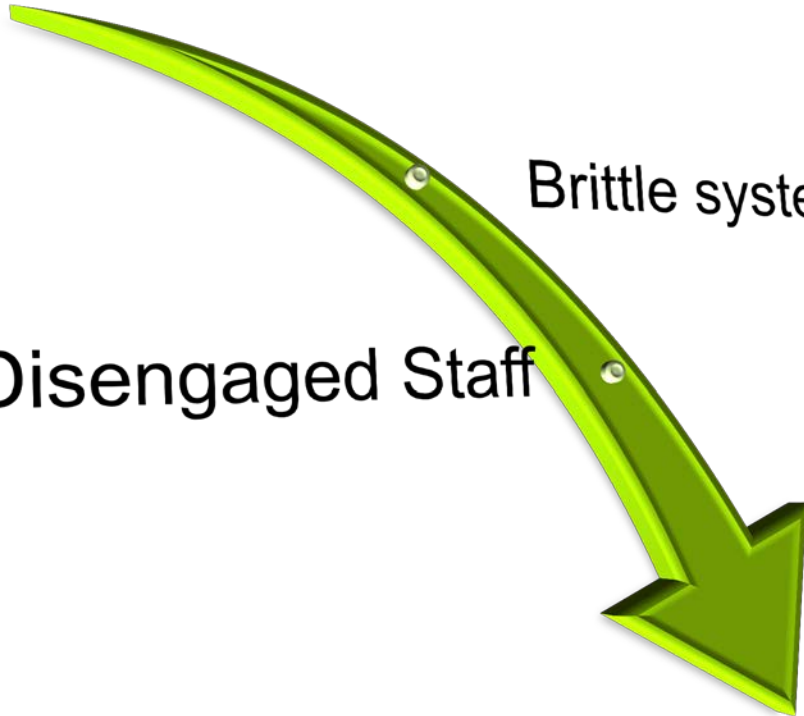
# Current state

Traditional  
Management

Brittle systems

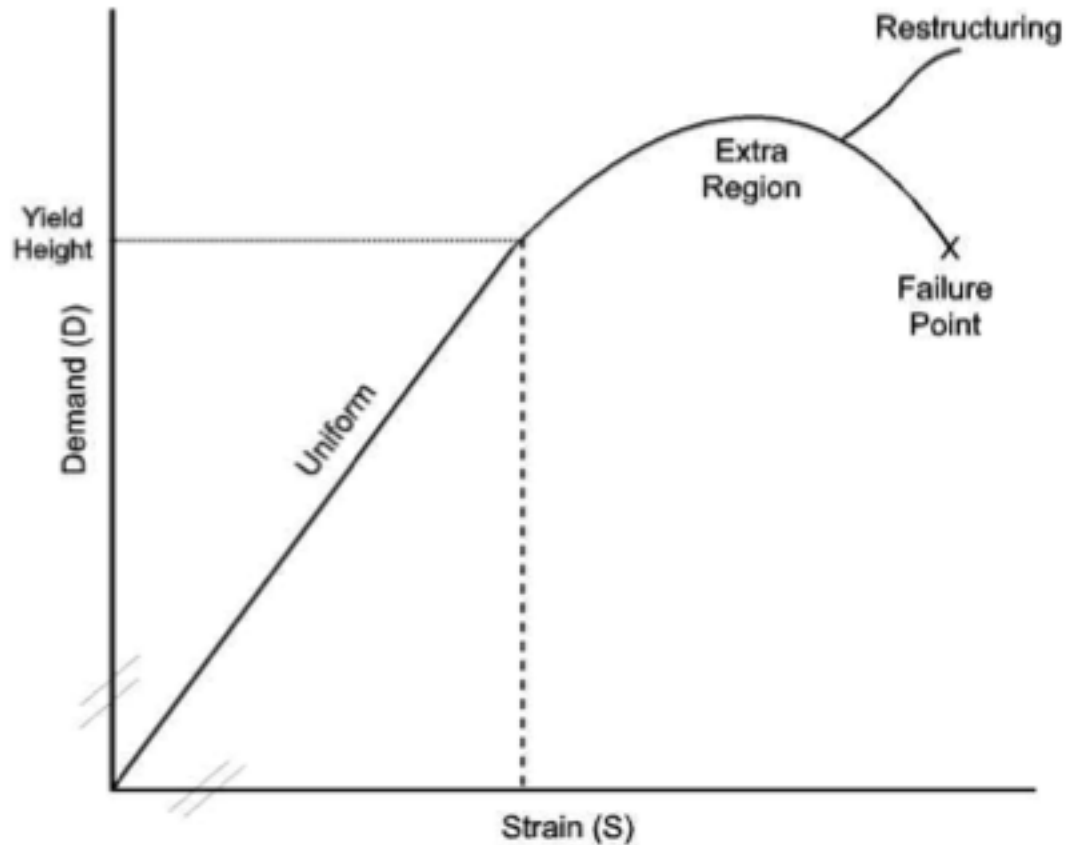
Disengaged Staff

Crisis in  
Healthcare

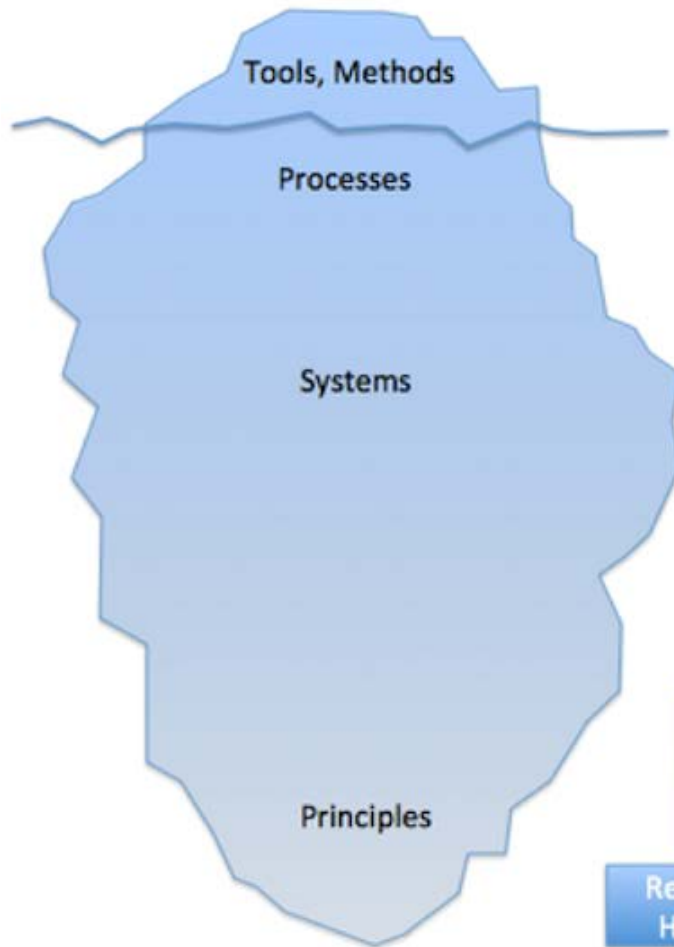


💧 “The significant problems we face cannot be solved at the same level we were at when we created them”

💧 Albert Einstein



*Figure 2: Expanded stress-strain state-space.*





Nurture new  
and expansive  
patterns of  
thinking

Collective  
aspirations set  
free

Expand their  
capacity to  
create the  
results they  
desire

Learn to see  
the whole  
together

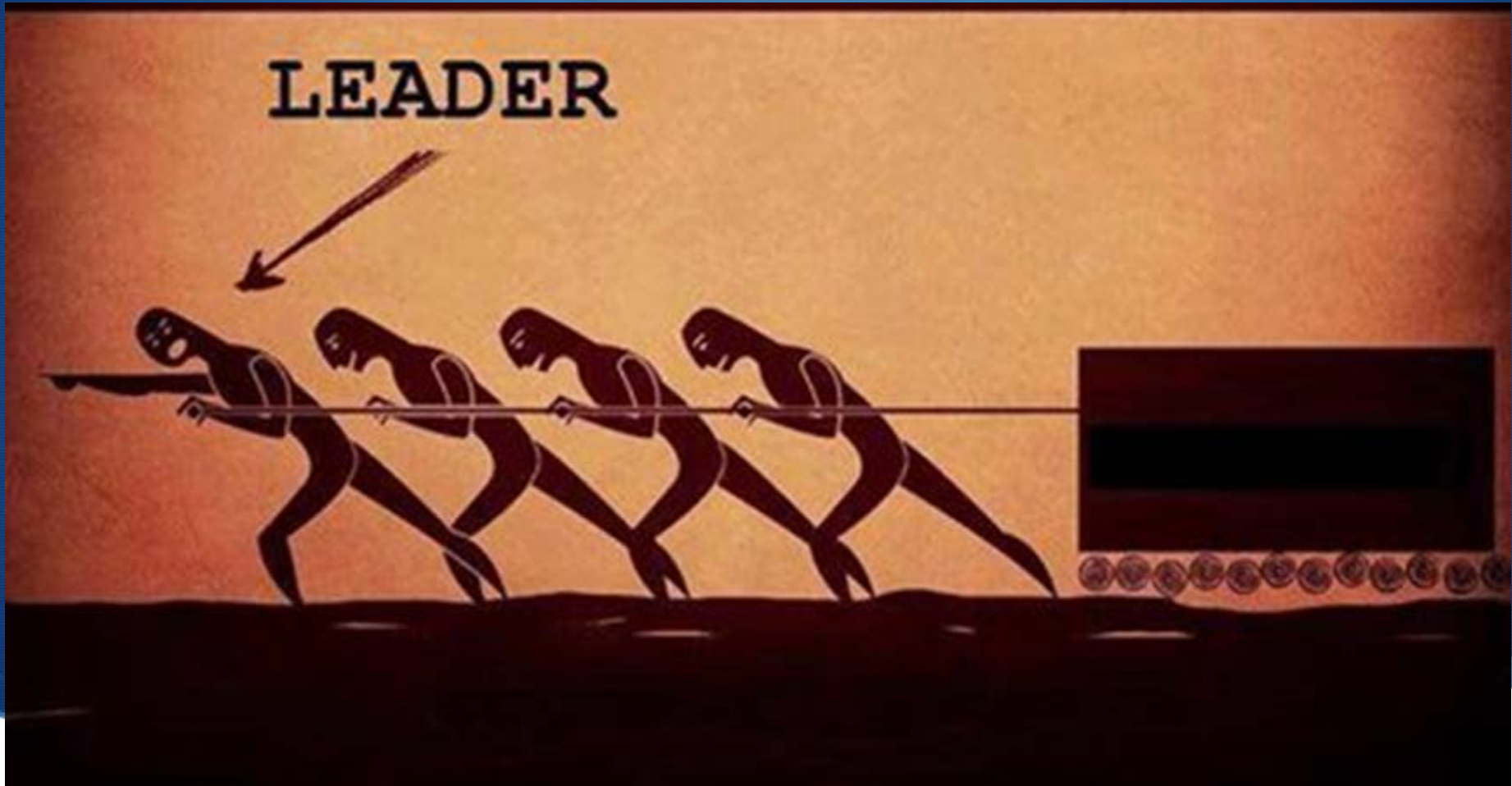
Learning  
Organizations

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graph TD; A[Nurture new and expansive patterns of thinking] --> C((Learning Organizations)); B[Collective aspirations set free] --> C; D[Expand their capacity to create the results they desire] --> C; E[Learn to see the whole together] --> C;
```

# Alternate Leadership Model

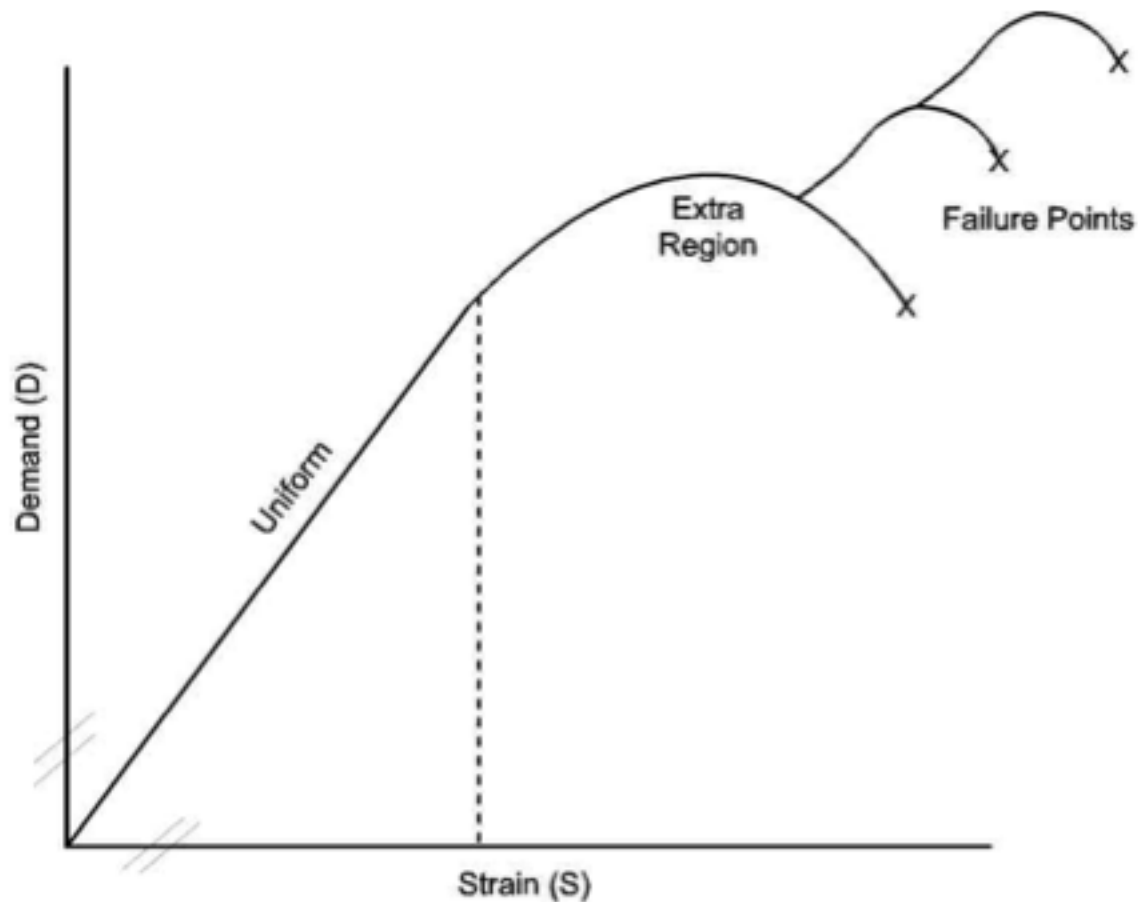
- ◆ Leadership – Communicating to people their worth and potential so clearly they are inspired to see it in themselves.

# Daily Kaizen



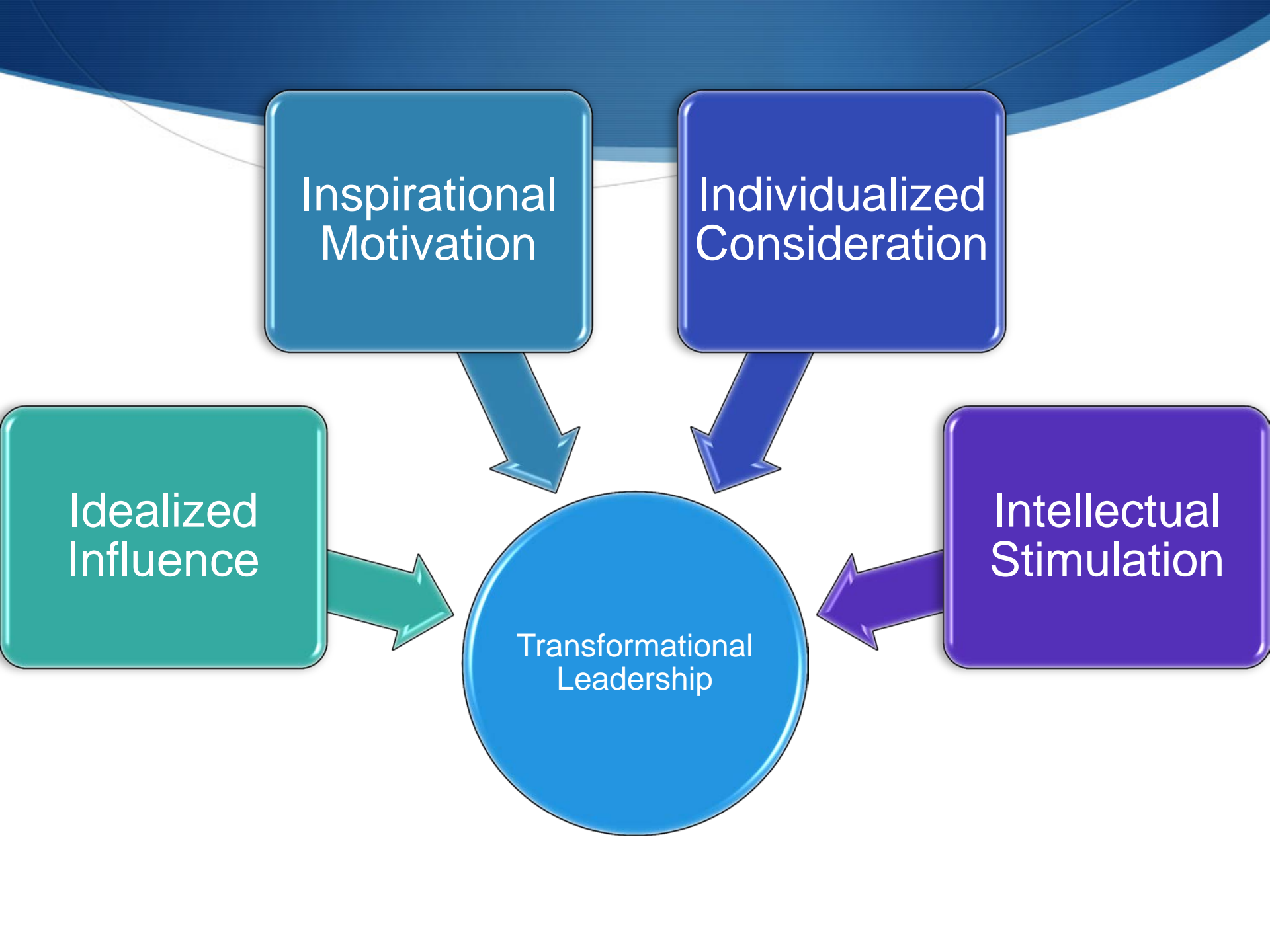
# Learning Organization





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





Inspirational  
Motivation

Individualized  
Consideration

Idealized  
Influence

Intellectual  
Stimulation

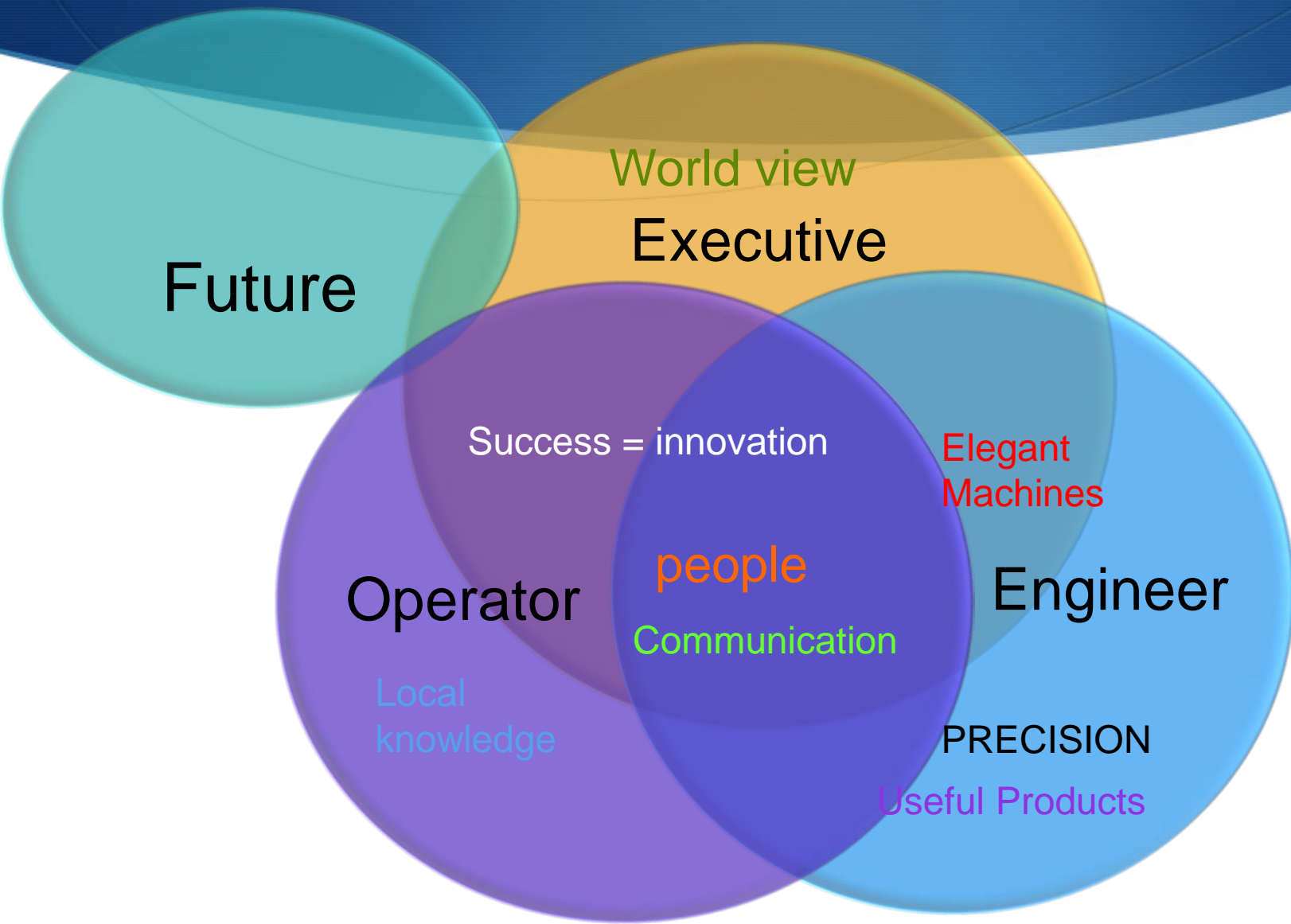
Transformational  
Leadership

# Individual Resilience



# 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/>

System  
Resilience

Operator  
Resilience

Better  
Patient  
Care



Better Patient Care



# Great Barrier Reef



**Continuous Daily Improvements**

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