



Supporting the Transformation *Implementing a Lean Reporting System*

Virginia Mason Medical Center

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VMPS Implementation & Central Kaizen Promotion Office

October 23, 2012

Agenda

- Background
- Tier Reporting
- Summary



Background

2002

The plan for translating what we learned into reality at Virginia Mason had seven areas of focus:

1. “Patient First” as the driver for all that we do
2. *The Virginia Mason Production System* will be our brand of the Toyota Production System
3. The creation of an environment in which our people feel safe and free to engage in improvement – The adoption of a “No Layoff Policy”



4. Implementation of a company-wide defect alert system called “The Patient Safety Alert System”
5. Encouragement of innovation
6. Creating a prosperous economic organization by primarily eliminating waste
- 7. *Accountable Leadership***



Key Components of the Implementation

- Align leadership – education, experience, accountability
- Education of all staff
- Building Kaizen Promotion Office infrastructure
- ***Tracking and reporting results***



VMPS Tier Reporting

Tier 1

- Executive Senior Leadership reports updates on key metrics to the Board of Directors

Tier 2

- Senior Leadership reports updates on key metrics to Chief Executive Officer

Tier 3

- Directors report to department staff and Managers



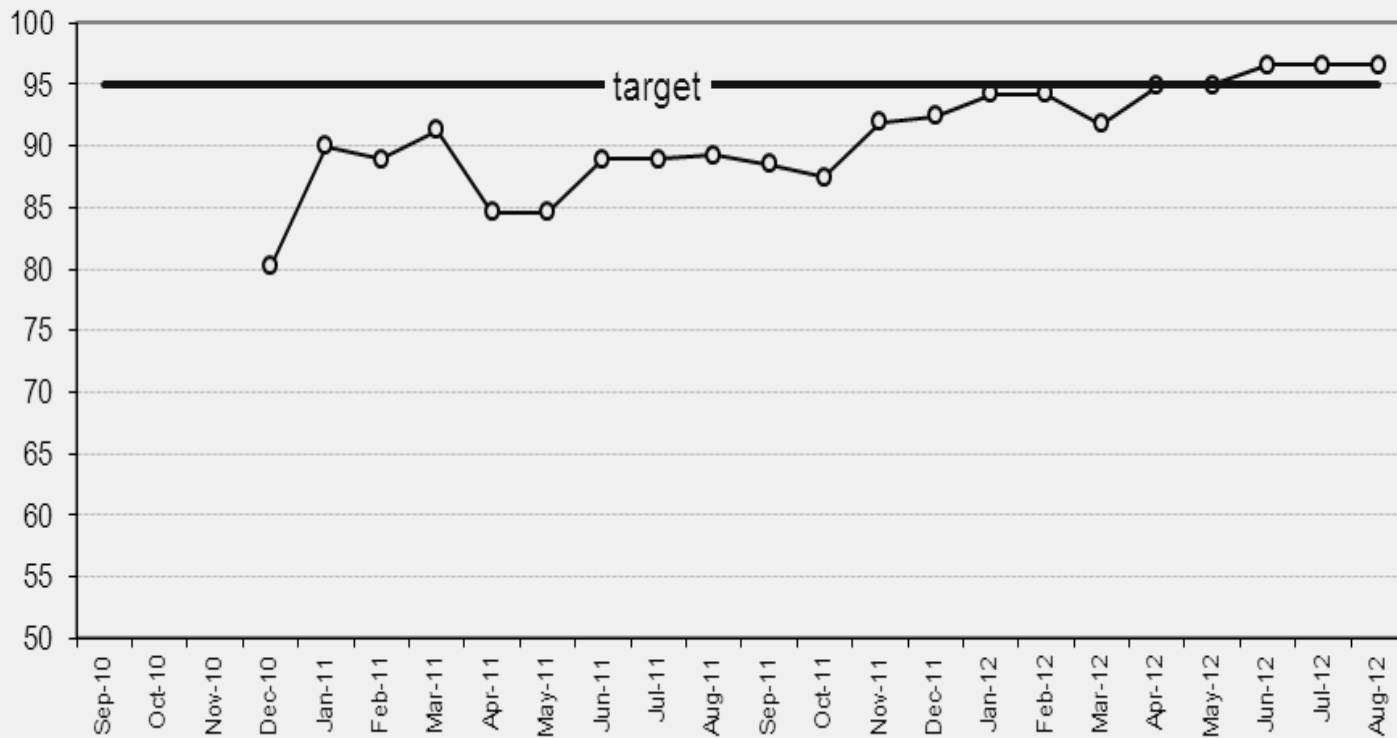
VMPS Board Updates Bi-annual

1. Bi-monthly via CEO report and dashboard
2. Mid-year update
3. COO presentation of year-end results



Board dashboard metric

Implementation Effectiveness



VMPS Tier Reporting

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Tier 3

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2012 KPO Priorities

Hospital

Reduce lead time

Improve access and smooth patient flow

Eliminate falls with injury , medication errors, and unplanned readmissions

Support the Flows for Jones

Implement Standard Work for Leaders

Achieve margin targets

Clinic

Reduce lead time

Improve access and level clinic schedules

Reduce the burden of work of provider indirect care

Support the Flows for Jones

Implement Standard Work for Leaders

Achieve margin targets

Corporate

Reduce lead time

Zero defects in HR/Payroll information flow

Eliminate defects and increase inventory turns within the Supply Chain

Support the Flows for Jones

Implement Standard Work for Leaders

Achieve margin targets



Kaizen Promotion Office Standup

Every Tuesday 7:00-7:30am



Agenda

Tier II Reporting

KPO Stand Up

Tuesday 7:00am



- Report on target progress (2 min)



- Kaizen happenings for the week (2 min)



- Specialist assignments (1 min)



- Barriers to implementation (2 min)

VIRGINIA MASON
PRODUCTION SYSTEM



CEO Comments/Questions



Reporting Components

5-day event:

- 15 minute report out on Friday of the workshop week
- 30/60/90 day metric re-measures
- 60-day Sponsor & Process Owner Genba walk
- 60-day Target Progress Report update at Friday report out



Standard Work

5-day Report Out

60-day Genba Walk

60-day Update

RPIW Final Report Out Standard Format

Key points:

- Purpose: Using a formal and standard format to present RPIW results to VM management and staff
- WSL, TL and team member tell "story of genba"
include improvement idea tested and the result (successes AND failures)
- You will not be introduced, please proceed to the podium at the time specified
- Do not exceed the 15 minute maximum (12 minute maximum for Sensei weeks)

2 min Describe the Event



10 min Describe the Improvements using all VMPS tools (before and after)

BEFORE documents



Team Ideas



AFTER documents



3 min Wrap up



Standard Work Description: VMPS Specialist 60-day Genba Walk



Quality Check		Safety Precaution		Standard WIP	
◇		+		●	
Purpose: To hold the rigor for completing 60-day re-measures from an RPIW, to investigate root causes of any targets that have not been achieved, and to discuss any outstanding newspaper items.					
Related Policies or Evidence: VMPS Specialist Support of a Divisional RPIW Standard Work VMPS Specialist Support of a Non-Divisional RPIW Standard Work					
Roles/Work Units Who Must Adopt This Process: RPIW Sponsor, RPIW Process Owner, KPO Leaders, VMPS Specialists				Test Time: 2080 hours / 60 RPIWs = 35 hrs	
STEP	OPERATOR	TASK DESCRIPTION	TOOLS	CYCLE TIME	
1.	VMPS Specialist	At the end of the RPIW week, use the "60-day Genba Walk for EVENT" appointment template to send a 30 minute meeting request for one week after the 60-day re-measures are due. The following individuals (the "team") should be invited: <ul style="list-style-type: none"> • RPIW Sponsor • Process Owners • KPO Leader (divisional only) • VMPS specialist (divisional only) Note: This is a walk through the process held on the genba of the RPIW, not in a conference room. Attendance by sponsor and Process Owner is mandatory. Attendance by VMPS Specialists is mandatory for divisional RPIWs.	Template	5 min	
2.	Process owner	Complete 60 day re-measures from the RPIW and update the newspaper	Target sheet Newspaper	variable	
3.	Team	Meet on the genba at the designated time.			
4.	Process owner	Present the RPIW theme and the 60 day target sheet status to the team. Discuss any targets that have not been achieved.	Project form Target sheet	5 min	
5.	Team	Walk the genba and observe all of the improvements and newspaper items. Discuss any incomplete items and the plans to address these.	Newspaper	10 min	
6.	Sponsors	Identify the barriers that are preventing progress.		10 min	
7.	Team	Decide on further re-measures, next steps and further kaizen work as necessary.		5 min	
8.	VMPS Specialist	Summarize the genba walk in the next Tuesday Report if appropriate.		10 min	

Approval Date: January, 2011 Sponsored and Approved By: Purrier/Savior Author: Savior, Purrier, Cooper, Leung, Cutler, Reed
 Governing Department: kaizen - Proms Office Associated Policy Manual: N/A Next Review Date: January, 2012 and as needed

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60-day Report Out Standard Format

Key points:

- The Monthly Kaizen Happenings Calendar (on KPO V-net site) lists the exact time/order of presentation
- You will not be introduced, please proceed to the podium at the time specified
- Please do not exceed the two minute maximum

30 sec Project Form Theme



Set the framework of the RPIW

30 sec 60-Day Target Sheet



Describe three key targets of the RPIW

30 sec Newspaper



Show only remaining work

30 sec Barriers or Key Learnings



Briefly share items that will help this and other teams



Central KPO Focus: Accountability

CLINIC Kaizen Activity Follow-Up Progress Tracking UPDATED 3/2/09 JMN

KPO	AD	EVENT NAME	START DATE	WSL	KPO Specialist	Received Paper Final Report	Received Electronic Final Report	Uploaded to Web Site	Received 30-day Remeasures	Received 60-day Remeasures	Received 90-day Remeasures
CL	Eusek	KE - Physician Documentation	3/12/08	X	Fuller				Due 4/11/08	Due 6/19/08	Due 9/16/08
CL	Eusek	KE - Safe Vaccination Administration	6/5/08		Resquer-Burnham				Due 7/3/08	Due 8/10/08	Due 9/7/08
CL	Eusek	RPIW - Fed. Way - Clinic Flow	8/18/08		Inovites				Due 9/15/08	Due 10/23/08	Due 11/20/08
CL	Eusek	RPIW - Fed. Way - Rx Refills / RA Central	8/18/08		Tufano				Due 9/15/08	Due 10/23/08	Due 11/20/08
CL	Eusek	KE - Lab Supply Room Reorganization	11/13/08		Denson				Due 12/10/08	Due 1/17/09	Due 2/14/09
CL	Tufano	KE - Corner Documentation of Clinical Information	11/20/08		Williams				Due 12/17/08	Due 1/24/09	Due 2/21/09
CL	Tufano	RPIW - Buckle UP Day of service	11/21/08		LaMarche				Due 12/18/08	Due 1/25/09	Due 2/22/09
CL	Tufano	RPIW - RH Direct and Indirect Care	12/1/08		Cone				Due 12/28/08	Due 1/4/09	Due 1/31/09
CL	Eusek	KE - Onboarding of New Satellite Leader	12/10/08		Brown				Due 1/7/09	Due 2/4/09	Due 3/1/09
CL	Eusek	KE - Injectable Medical Documentation	12/11/08		McCoy				Due 1/8/09	Due 2/5/09	Due 3/2/09
CL	Tufano	KE - SS Standard Work Flow - Day of Visit	1/22/09		Bagdasarian				Due 2/19/09	Due 3/16/09	Due 4/13/09
CL	Tufano	KE - Establishing and Injection Room	1/26/09		N/A				Due 2/23/09	Due 3/20/09	Due 4/17/09
CL	Eusek	RPIW - Cardiology MA Rooming and Setup	2/2/09		Boswell				Due 3/2/09	Due 4/2/09	Due 5/2/09
CL	Tufano	KE - Pain Management Interdisciplinary Education Waterfall	2/24/09		N/A				Due 3/24/09	Due 4/24/09	Due 5/24/09

HOSPITAL Kaizen Activity Follow-Up Progress Tracking Updated 3/2/09 JMN

KPO	AD	EVENT NAME	START DATE	WSL	KPO Specialist	Received Paper Final Report	Received Electronic Final Report	Uploaded to Web Site	Received 30-day Remeasures	Received 60-day Remeasures	Received 90-day Remeasures
Hosp	Gifford	KE - Flow Stations in the DR	4/24/08						Due 5/23/08	Due 7/1/08	Due 7/31/08
Hosp	Feris	RPIW - Flow of High Acuity Surg Patients	4/24/08		Chapman				Due 5/23/08	Due 7/1/08	Due 7/31/08
Hosp	Gifford	RPIW - Set up of SRF Placement in Ortho	4/28/08		Paul				Due 5/27/08	Due 7/5/08	Due 8/2/08
Hosp	Feris	KE Long Trial Progression /Passay Valve w/CT	4/30/08		Purmer & Castellone				Due 5/29/08	Due 7/6/08	Due 8/3/08
Hosp	Gifford	RPIW - CHF RL Prepared Patients and Families	5/9/08		Chafetz				Due 6/7/08	Due 7/14/08	Due 8/11/08
Hosp	Gifford	RPIW - CHF RL Transition from Hospital to Medical Home	5/9/08		Groves				Due 6/7/08	Due 7/14/08	Due 8/11/08
Hosp	Gifford	KE - Surgery Prep RN/PCT Work Flow	7/22/08		Bishop & Howie				Due 8/19/08	Due 9/26/08	Due 10/23/08
Hosp	Gifford	KE - RN to MD Comm. Pressure Ulcer on Admit	11/9/08		Ching				Due 12/7/08	Due 1/4/09	Due 2/1/09
Hosp	Gifford	KE - VM Employed Nursing Students	11/24/08		Richards				Due 1/21/09	Due 2/18/09	Due 3/15/09
Hosp	Gifford	KE - Procedural Site Marking	12/9/08		King, R.				Due 1/6/09	Due 2/3/09	Due 3/2/09
Hosp	Gifford	RPIW - Pt Mobility TR	12/15/08		Cutchin				Due 1/12/09	Due 2/9/09	Due 3/8/09
Hosp	Gifford	KE - Nursing Students	12/15/08		Wentworth				Due 1/12/09	Due 2/9/09	Due 3/8/09
Hosp	Gifford	KE - Hospitalist/Rounding Sequence	1/14/09		Helson-Ebberson				Due 2/11/09	Due 3/11/09	Due 4/1/09
Hosp	Feris	RPIW - Flow of Patients for Discharge Transport	1/29/09		Cutchin				Due 2/26/09	Due 3/26/09	Due 4/25/09
Hosp	Gifford	KE - Team Sort	1/30/09		Helson-Ebberson				Due 2/27/09	Due 3/27/09	Due 4/26/09

CORPORATE Kaizen Activity Follow-Up Progress Tracking Updated 3/2/09 JMN

KPO	AD	EVENT NAME	START DATE	WSL	KPO Specialist	Received Paper Final Report	Received Electronic Final Report	Uploaded to Web Site	Received 30-day Remeasures	Received 60-day Remeasures	Received 90-day Remeasures
CO	Grose	RPIW - Redesign Assembly Line Space	1/3/08		Johnson				Due 1/31/08	Due 3/10/08	Due 4/7/08
CO	Foley	KE - DRG Assurance Work Flow	3/21/08		Kneibiel				Due 4/18/08	Due 5/17/08	Due 6/14/08
CO	Foley	KE - Lab Late Charges	4/24/08		Lewis				Due 5/21/08	Due 6/19/08	Due 7/16/08
CO	Foley	RPIW - VMASC Premise Connected Claims	4/28/08		Lewis				Due 5/25/08	Due 6/23/08	Due 7/20/08
CO	Foley	KE - HS Front Desk Work Flows	5/13/08		Fuller				Due 6/10/08	Due 7/8/08	Due 8/5/08
CO	Grose	KE - Lead Role in Sterile Processing	5/29/08		Grose				Due 6/26/08	Due 8/4/08	Due 9/1/08
CO	Foley	RPIW - Business Flows in the Hospital	7/2/08		Sundet				Due 7/30/08	Due 9/7/08	Due 10/4/08
CO	Grose	RPIW - Peroperative Processing Communit	7/7/08		Grose				Due 8/4/08	Due 9/11/08	Due 9/29/08
CO	Foley	KE-HPA Denials	8/20/08		Stewart-Rice				Due 9/17/08	Due 10/15/08	Due 11/12/08
CO	Foley	RPIW - Business Flow of Patient Admission	8/25/08		Fuller				Due 9/22/08	Due 10/20/08	Due 11/17/08
CO	Foley	KE - VM Policies & Standards Publishing Process	9/30/08		Phillips/Paul				Due 10/28/08	Due 11/25/08	Due 12/23/08
CO	Foley	RPIW - Provider Maint. - Enterprise	11/3/08		Poppy				Due 11/30/08	Due 12/28/08	Due 1/25/09
CO	Foley	KE - Medicare Suspense	12/1/08		Chris Stewart				Due 12/29/08	Due 1/26/09	Due 2/23/09
CO	Foley	KE - Discharge Benefits Collections Process	12/2/08		Lewis				Due 12/30/08	Due 1/27/09	Due 2/24/09
CO	Foley	KE - SS Criteria for Policies /Procedures	12/2/08		Noel				Due 12/30/08	Due 1/27/09	Due 2/24/09

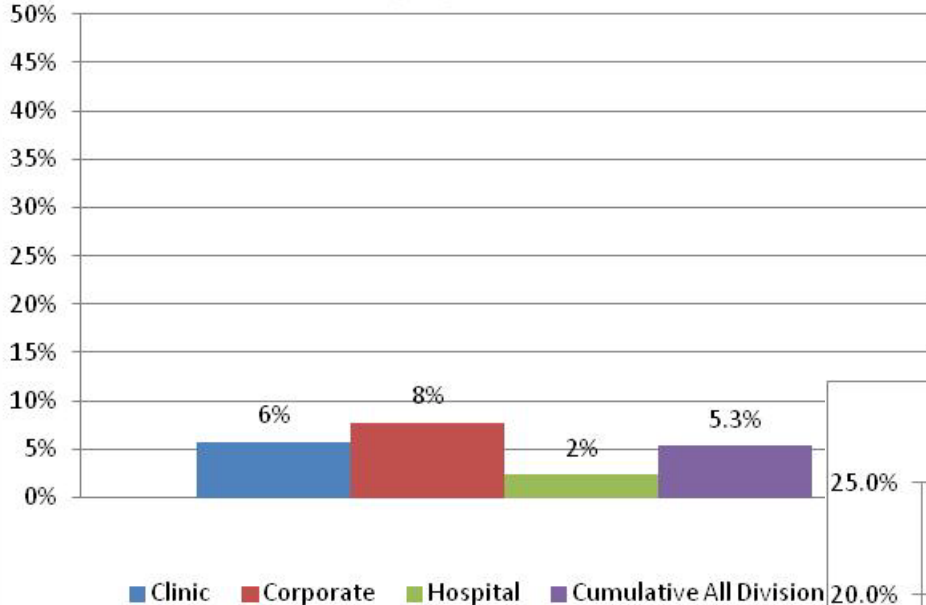
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CO	Grose	RPIW - Patient Satisfaction Data Analysis	12/8/08		Vanderhoff				Due 1/5/09	Due 2/2/09	Due 2/23/09
CO	Foley	KE - Direct Reduction O&M Daily Order Proc.	12/9/08		Donnelly				Due 1/6/09	Due 2/3/09	Due 3/2/09
CO	Foley	RPIW - Policies Deployment	12/15/08		Phillips				Due 1/12/09	Due 2/9/09	Due 3/9/09
CO	Foley	KE - Product Review /Supplies	12/15/08		Sylvester				Due 1/12/09	Due 2/9/09	Due 3/9/09
CO	Foley	3P Sterile Process Decontamination	12/15/08		Fuller				Due 1/12/09	Due 2/9/09	Due 3/9/09
CO	Foley	KE - Patient Safety Alert Setup	01-08-09		Liao				Due 1/27/09	Due 2/24/09	Due 3/23/09
CO	Foley	KE - Pharmacy 3 rd Party Billing	12/18/08		Woolf				Due 1/15/09	Due 2/12/09	Due 3/12/09
CO	Foley	RPIW - PRS Account Documentation /Management	1/22/09		Williams				Due 1/19/09	Due 2/16/09	Due 3/16/09
CO	Foley	RPIW - Accounts Receivable Follow-ups	1/29/09		Lewis				Due 2/26/09	Due 3/23/09	Due 4/23/09
CO	Foley	KE - Speaking Engagements and Travel	1/26/09		Sylvester				Due 2/23/09	Due 3/20/09	Due 4/20/09
CO	Foley	KE - Financial Management of Adverse Events	1/28/09		Sako				Due 2/25/09	Due 3/22/09	Due 4/22/09
CO	Foley	RPIW Product Review Process	2/2/09		Sundet				Due 2/29/09	Due 3/26/09	Due 4/26/09
CO	Foley	KE - Benefits Compliance /S S	2/18/09		Madsen				Due 3/15/09	Due 4/12/09	Due 5/12/09
CO	Foley	RPIW - Financial Assessment for Product Review	3/26/09		Schaefer				Due 4/23/09	Due 5/20/09	Due 6/19/09
CO	Foley	KE - PPS/PPC Call Types and Process Flow	3/25/09		Sawchen, C. Krcak				Due 4/22/09	Due 5/19/09	Due 6/18/09

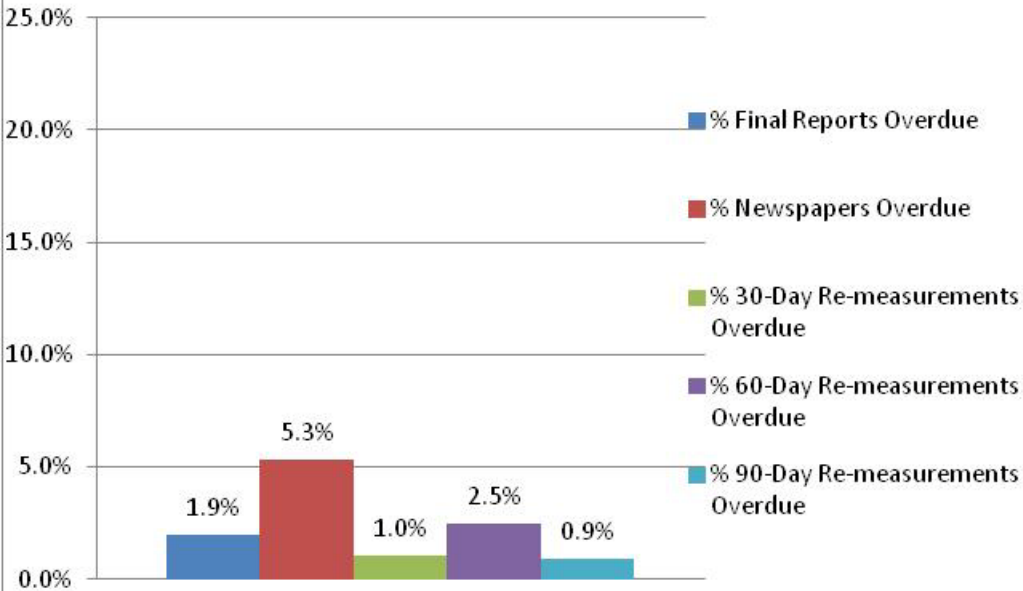


Red

% Newspapers Overdue



Cumulative Metrics Overdue (All Divisions)



VMPS Tier Reporting





Daily Management

- Standard Work for Leaders
 - Run your business
 - Improve your business
 - Facilitate leader transitions

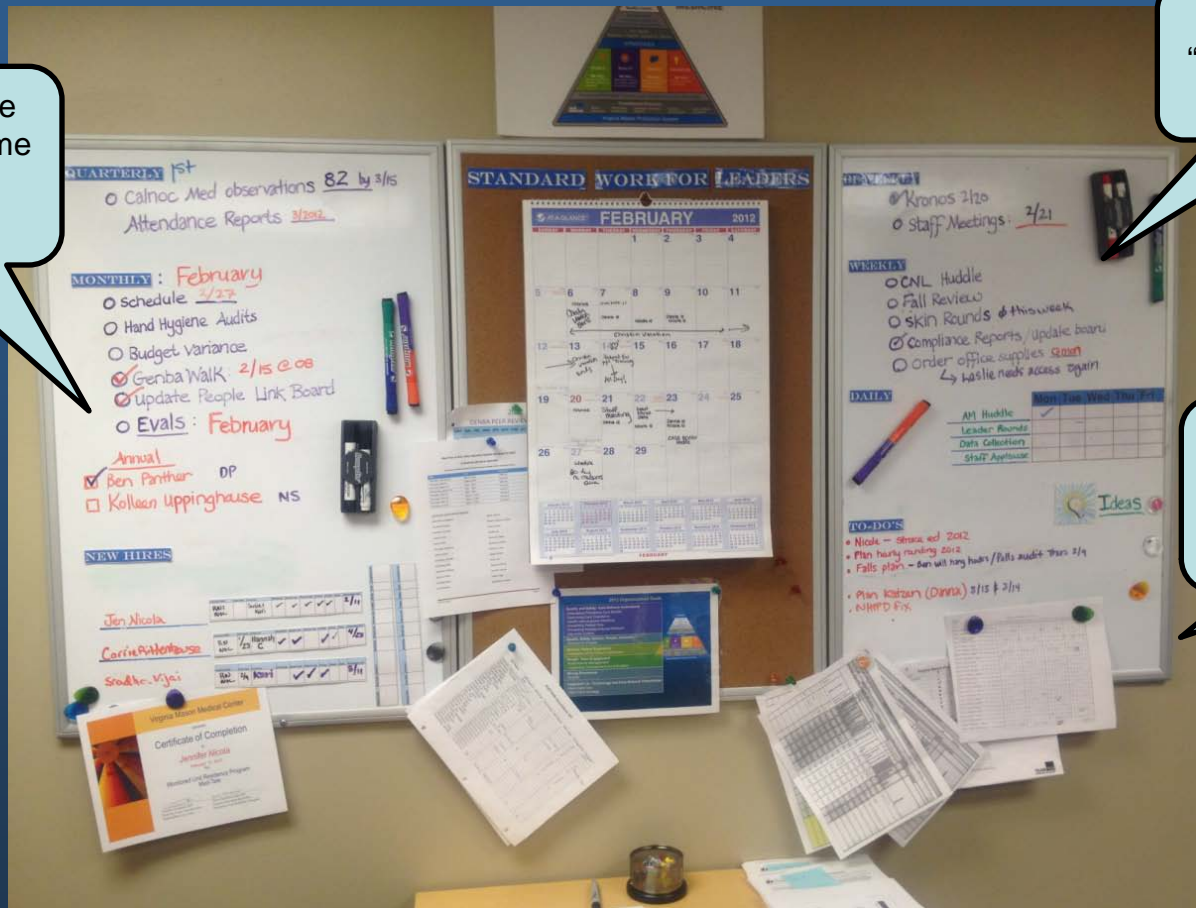


Leader Standard Work - Examples

Key activities are segregated by time (daily, weekly, monthly)

Very little is "permanent" on the board

Used by all leaders on Level 9 (Director, ANM's, etc.)



Courtesy of Christin Gordanier, Hospital Level 9 (Tele)



Leader Standard Work - Examples

VM Sand Point Leadership DAILY CHECKLIST					
Week of: _____					
TASK	Mon	Tue	Wed	Thur	Fri
Update daily huddle board					
ESM Schedule review					
Facility check					
Child Profile audits					
General Corner in-box msg's					
	8:30	8:30	8:30	8:30	8:30
	11:30	11:30	11:30	11:30	11:30
	2:00	2:00	2:00	2:00	2:00
	4:00	4:00	4:00	4:00	4:00
RN check					
Front desk check					
HIS check					
RNFM check					
Float MA check					
MA: Provider team check					
Rad check					
PFS check					
Issue	Improvement Idea				Assign

Kept on clipboard for both leaders to use (Weekly)

Courtesy of Trudie Read, VM Sand Point

Manager IPC	
TASK	DATE: _____
HUDBLE @ 7:45 am	Notes
Kara's Korner Items	Items to be included in Kara's Korner:
7:45 AM Huddle @ Issues Board	
Review Electronic Production Board	
Review HPA management tool for any issues	
Review Issues Board for items in ORANGE	
Meeting Management	TO DO:
Print Daily calendar and documents	Print and documents needed for meetings
Print weekly calendar	
Weekly Line up Questions:	
Notes:	
GENBA	Notes:
AM	
Mid-Day	
PM	
Complete Rounding Form	
Quality Check - (Did they fill out EPB?)	
Notes:	Transparent Management Questions
	- What keeps you here at VM?
	- What is working well for you?
	- Are there any barriers I can remove?
	- What is not working well for you?
	- Is there anyone I should recognize for good work?
	- How are your ELI's coming?
	- May I help you with your ELI's?

Courtesy of Kara Cuzetto, Patient Financial Services

GIM Manager Daily Checklist	
Date: _____	
I. Meeting Management	View Weekly Calendar Print Daily Schedule Print Materials Needed For Meeting Notify Facilitator If Unable To Attend
II. Leadership Huddle	Items To Bring Up Info To Bring Back To Team: 1 2 3 4
III. Gemba Rounding	Review Flow Boards On Teams Team Assignments Check In With Phones/Front Desk Check In With Back Office Check In With Providers/Locums AM Rounding PM Rounding Complete Form Issues/Concerns: 1 2 3 4 5 6
Applause	1 2 3 4 5
NOTES	

Keeps these on a clipboard for rounding (Daily)

Courtesy of Kari Steadman, VM Federal Way



Summary

- Tier Reporting
- Reporting standards
- Sustainment infrastructure
- Leader transition

