

The NC Lean Healthcare Alliance between NC State University and The NC Quality Center presents:

Lean Healthcare 200: Applying the Fundamentals

March 4 & 5, 2010

Eastern Carolina Heart Institute at ECU, Greenville, NC

Free for NCHA Member Hospitals

Why Lean Healthcare?

Lean healthcare is a systematic approach to aligning work at each level and step of the healthcare organization or patient experience. Whether building a car or providing health care for a patient, employees must rely on multiple, complex processes to accomplish their tasks and provide value to the customer or patient. Waste of money, time, supplies, or good will decreases value. Adopting and applying lean thinking in health care, when applied rigorously and throughout an entire organization, can have a positive impact on productivity, cost, quality, and timely delivery of services.

The Japanese auto maker Toyota developed lean methodology or the Toyota Production System (TPS) in the 1940s. Toyota has over 70 years experience with TPS. TPS is hailed as the source of Toyota's consistent outstanding performance in the automobile industry. Lean thinking begins with driving out waste so that all work adds value and serves the customer's needs. Identifying value-added and non-value-added steps in every process is the beginning of the journey toward lean operations.

The same principles that have been used effectively in manufacturing for decades can be successfully applied to the healthcare setting from the patient's perspective. Lean methods have been used to reduce patient waiting times, improve the availability of supplies, make handoffs safer, decrease medication errors, increase efficiency in the pharmacy and lab and to tackle hospital acquired infections.

Course Overview

Lean Healthcare 200– Applying the Fundamentals is a 2 day course that will teach the basic tools most organizations begin with as they start their lean journey. The tools taught in this course come from the Toyota Production System (TPS). The tools taught will include Value Stream Mapping, 5S, Standardized Work, A3 for problem solving, and Kaizen.

Value Stream Mapping is a tool used to assess the current state of a process within an organization. In essence, a value stream map is a simple flow chart. The process can include patient flow through a given department, the hiring process, distribution of supplies or ensuring the components of the ventilator bundle are reliably delivered. Any process in an organization can be applied to value stream mapping in order to gain understanding and make improvements. During this course the participant will develop a value stream map for a logical healthcare process.



Who Should Attend

- Healthcare managers
- Supervisors
- Lean/change professionals
- Human service professionals
- All others interested in learning and experiencing lean healthcare.

Instructors:

Gene Smith, B.S.
Suzannah Poteat-Godwin, B.S.
NCSU Healthcare
Improvement Faculty

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5S is a tool used to create a workplace suitable for visual control. As a result, workplace efficiencies are improved by reducing waste associated with searching for items necessary to perform job tasks. 5S is a very quick and easy tool to implement in any work space. During this course, the participant will identify the components of 5S – sort, stabilize, shine, standardize and sustain – and how 5S improves safety, the 6th S!

Standardized Work: Variation in the different steps of a process leads to waste, loss of efficiency, increased cost and impact on the quality and safety of care delivered. Standardized work provides for a precise definition or instruction for each step of the process so it is reliably performed by all individuals using the process. During this course, the participant will gain an understanding of the importance of standardized work and the types of standardized work. A hands on activity will demonstrate improvement through standardized work.

Kaizen is a Japanese term that means continuous improvement. Kaizen labs are the activities engaged in by the improvement team to foster continuous improvement and to continually drive the lean program. The 10 step process for running an effective kaizen will be covered during this course. Examples of best practices in healthcare will be shared.

A3 for problem solving is a tool used by managers and supervisors to improve operational performance. It is a structured approach that helps define the current situation, prioritize opportunities for improvement, and to outline the desired care processes. Participants will learn when to use the tool, how it is used, and will engage in hands on practice for A3 creation.

Objectives

The participant will:

- ◆ Understand how lean methods developed in manufacturing can be applied to healthcare using recent examples from key hospitals
- ◆ Describe five lean tools and their application to healthcare
- ◆ Develop an easy-to-use strategy to apply the tools in their organization

Registration

This course is free for NCHA member hospitals and \$600 for non-NCHA members. Lunch and continental breakfast will be provided on both days. Space is limited to 30 individuals, so register today.

Please visit: <https://www.ncha.org/meetings/?event=1041>

to register. NCHA Members: click on the “Non-member” link if you don’t know your hospital login information. This option will still allow you to register as a free, NCHA member.

For more information, please contact Dean Higgins at 919-677-4212, or at dhiggins@ncha.org

A free consult with the instructors is also included to map out your transition to lean healthcare in your organization.

Agenda

Day 1:

Mar 4: 8am–5pm

- ◆ Lean Healthcare Intro
- ◆ Value Stream Mapping
- ◆ A3 Training

Day 2:

Mar 5: 8am–4:30pm

- ◆ 10 Point Kaizen Methodology
- ◆ Standardized Work
- ◆ 5S Training
- ◆ 5S & A3 Kaizen Activity



Location

Eastern Carolina Heart
Institute at ECU
Conference Room B
115 Heart Drive
Greenville, NC 27834

Directions:

<http://www.ecu.edu/cs-dhs/ecuphysicians/practices/>