

Choose Health

# Integrating Lean in Healthcare

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# Introduction to lean



# Topics for today

- Lean definition and theory
- Examples of lean waste
- Lean tools and examples
- Implementing lean

# Lean definition and theory

- ***What Lean is not:***
  - A program
  - A set of tools
  - A quick fix
  - A one time project



# Lean definition and theory

- ***Lean is:***
  - Customer centric
  - Continuous
  - Proven to work
  - A commitment
  - Empowering

# Examples of lean waste

## Lean Six Sigma: 8 Wastes



### Defects

Efforts caused by rework, scrap, and incorrect information.



### Overproduction

Production that is more than needed or before it is needed.



### Waiting

Wasted time waiting for the next step in a process.



### Non-Utilized Talent

Underutilizing people's talents, skills, & knowledge.



### Transportation

Unnecessary movements of products & materials.



### Inventory

Excess products and materials not being processed.



### Motion

Unnecessary movements by people (e.g., walking).



### Extra-Processing

More work or higher quality than is required by the customer.

**Easy to use lean tools**



# Gemba walk and Kaizen

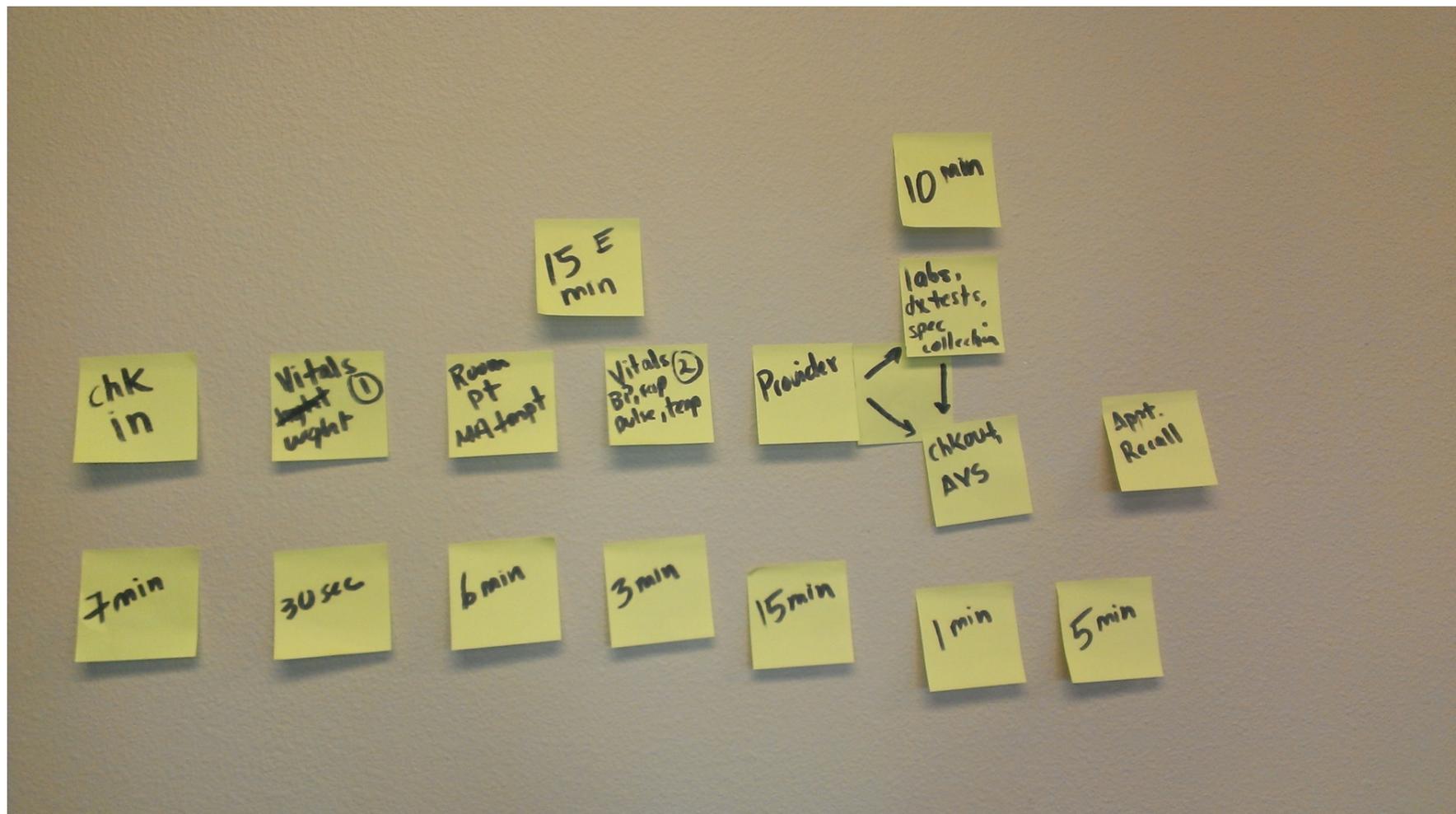
- What is it?
- To what areas can I apply it?
- What's its purpose?
- Examples



# Lean process mapping

- What is it?
- To what areas can I apply it?
- What's its purpose?
- Examples

# Lean process mapping



# Lean process mapping

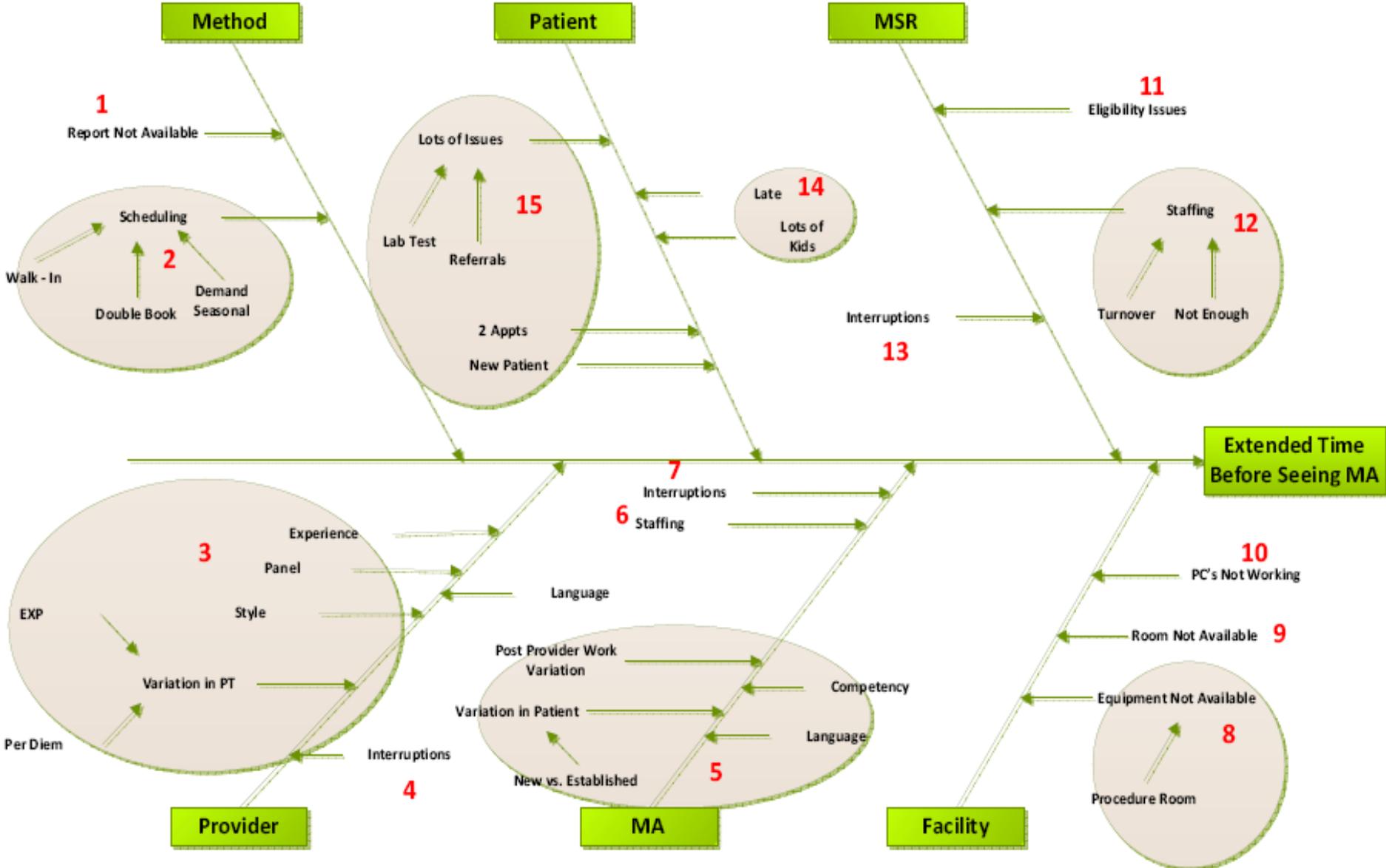




# Lean fishbone diagrams

- What is it?
- To what areas can I apply it?
- What's its purpose?
- Examples

# LSS Team Fishbone



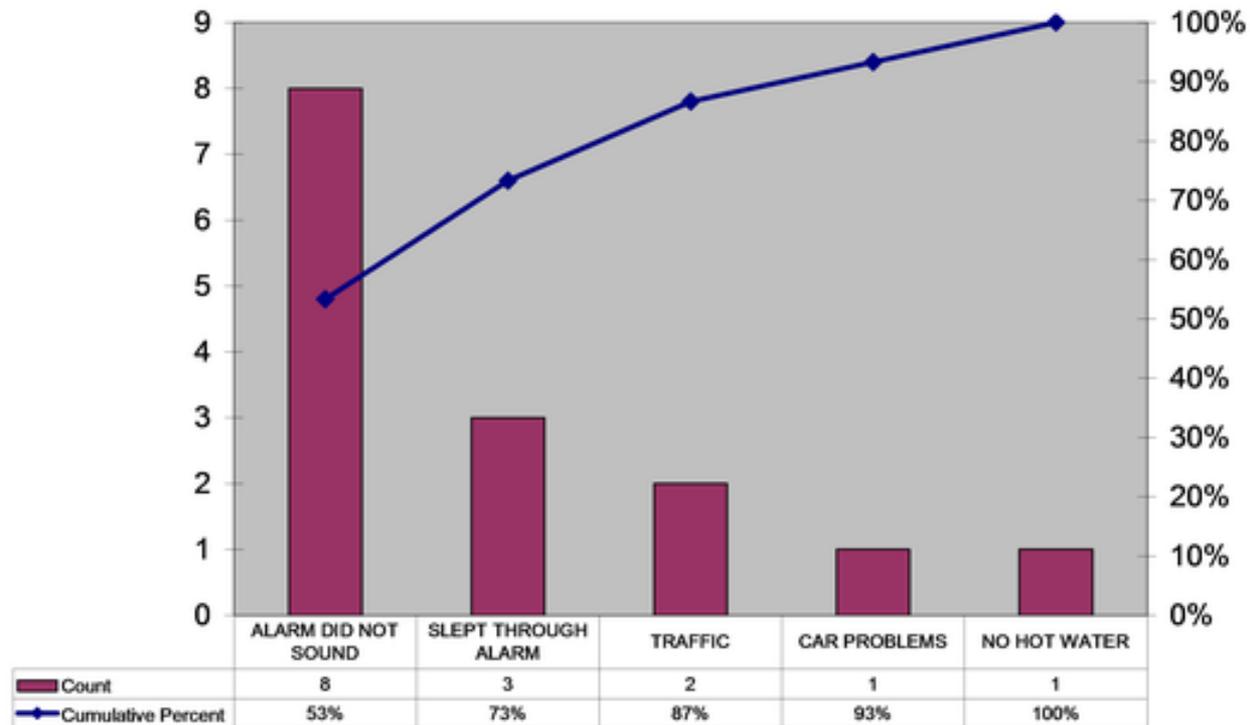


# Pareto charts

- What is it?
- To what areas can I apply it?
- What's its purpose?
- Examples

# Pareto charts

Pareto Chart - Reasons for Late Arrival



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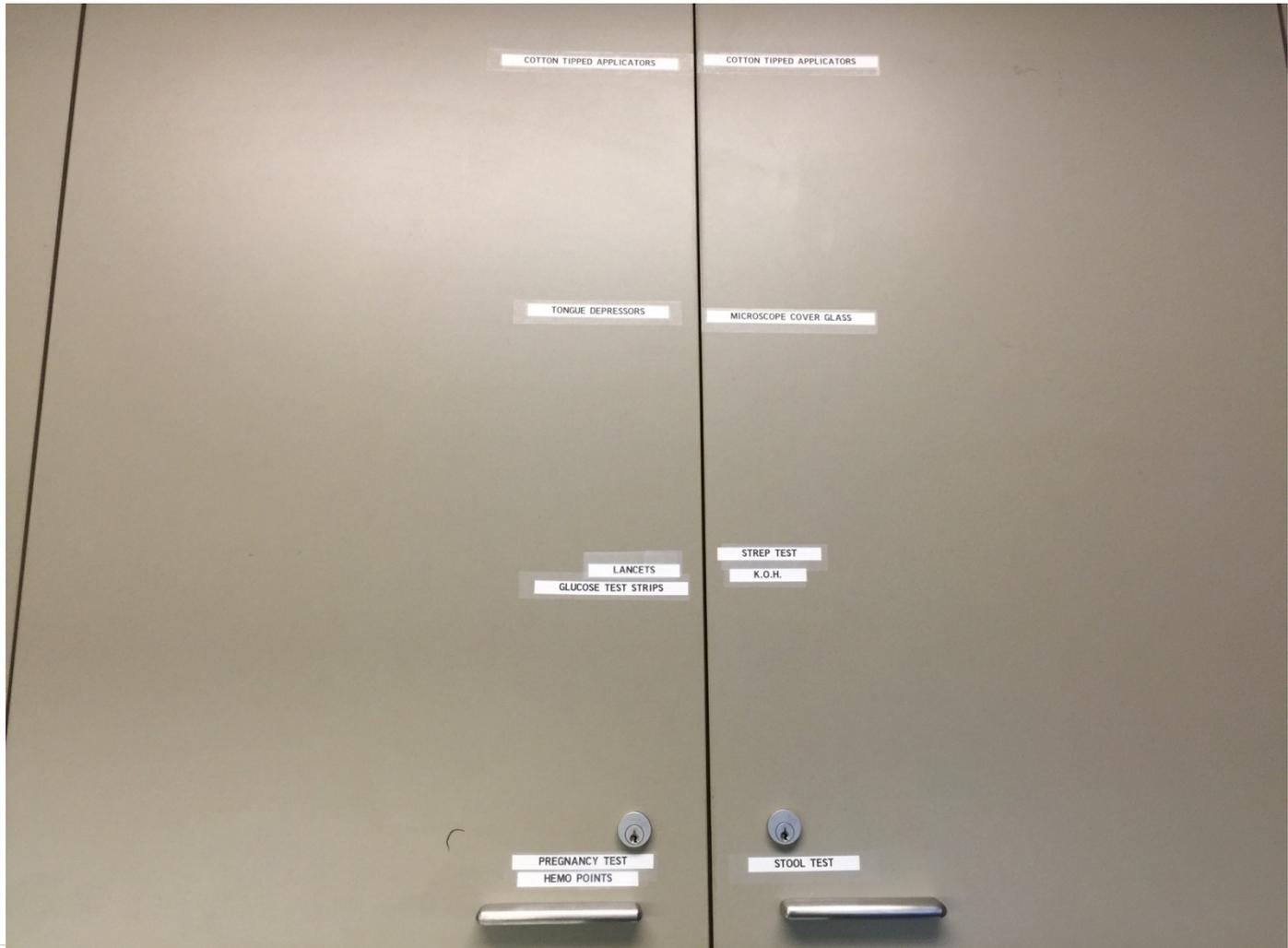
# 5s

- What is it?
- To what areas can I apply it?
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- Examples



# 5s





The background is a solid green color with several large, overlapping, semi-transparent green shapes of various sizes and orientations, creating a layered, abstract effect.

# **How to implement lean in your clinic**



# Implementation made easy

1. Secure executive team involvement and company commitment
2. Form a diverse lean team and identify the team lead
3. Identifying and define the problem(s)



# Implementation made easy

4. Collect and organize your data
5. Communicate lean actions with all company staff
6. A lean project is never finished!



# Barriers to lean implementation

- Lack of knowledge/buy-in
- Resistance to change
- Lack of patience
- Lack of funding
- Lack of staffing

**Questions?**

# Resources

- Bongers, Jooster, Janssen. Application of lean thinking to health care: issues and observations. International Journal for Quality in Healthcare 2009. Volume 21. Number 5: pp 341-347
- Going Lean in Healthcare. Institute for Healthcare Improvement, 2005.
- Implementation of Lean in a Community Health Center: A Case Study. American Institutes for Research. July 2012.
- Successfully deploying Lean in healthcare. Phillips Consulting, 2011.
- Toussaint, MD. Berry, PhD. The Promise of Lean in Health Care. Mayo Clinic Special Article, 88(1):74-82. January 2013