How ThedaCare Created Its Own Management System

Kim Barnas,
Former SVP ThedaCare, President, Appleton and Theda Clark Medical Centers
Author, Beyond Heroes
Housekeeping

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New Lean Management Resource

Beyond Heroes: A Lean Management System for Healthcare

How the ThedaCare Health System transformed their culture by redesigning the system of daily management.

Order your copy at:
Lean.org/heroes
Lean Healthcare Transformation Summit

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Plus actionable Learning Sessions and one of kind Networking opportunities in this intimate battery charging event!
Today’s Speaker

Kim Barnas

• Kim Barnas is a former senior vice president, ThedaCare
• Played key roles in ThedaCare’s 10-year lean journey
• Faculty member, ThedaCare Center for Healthcare Value
• Author, *Beyond Heroes: A Lean Management System for Healthcare*
• Master’s in healthcare administration
Who is the ThedaCare Center for Healthcare Value?

We are an education institute
• Delivery of care designed around the patient
• Payment and incentives based upon value and outcomes
• Transparency of performance (quality and cost) throughout the healthcare system

Headquartered in Appleton, WI
ThedaCare as a Healthcare Delivery System

- 5 Hospitals
- 6 Behavioral Health Locations
- 3 Home Care Locations
- 2 Employer Health Locations
- 1 Skilled Nursing Facility
- 1 Senior Living Facility
- Hospice

In 10th year of Lean Journey
6500 Employees

Appleton Medical Center

Theda Clark Medical Center
ThedaCare True North Metrics
Measuring the Health of our Organization

Safety
- System Patient Safety Bundle
- D.A.R.T

Quality
- Preventable Mortality
- 30 Day Readmission

Customer Loyalty Score
Customer “Lori”

People
- Engagement Index
- Health Assessment Score

Financial Stewardship
- Operating Margin
- Productivity
How we got started

Our Lean Journey began in 2004

Value Stream Analysis ➔ Rapid Improvement Events ➔ Action Plans
The next step in the Journey:

The *Business Performance System*- This is How WE Deliver on Strategy Deployment and Daily Continuous Improvement in the Hospital Division
Todays Discussion

• How ThedaCare created and sustains a system of continuous improvement aligned with strategic goals

• Think about a model for cascading information effectively throughout the organization

• Implementing a system where employee coaching and mentoring can occur on a daily basis

• Explore the concept of building standard work for all leaders in gemba to support daily continuous improvement
Human Development
Value Stream:
Respect for People

Time

Performance

BPS: Leader Standard work & discipline

How we deliver improvement

ThedaCare Improvement System: Lean Thinking & Tools

Culture of Continuous Improvement
Reason for Action-2008

We are on a continuous improvement cultural transformation, and current systems for managing the business are not in alignment with new expectations.

- No one way to manage
- No way to measure performance
- No consistent way to problem solve
Our Goal:

To develop our people to solve problems and improve performance.
ThedaCare’s Lean Management System: “The Business Performance System”

- Daily Stat Sheet
- Daily Huddle
- Leadership Team
- Monthly Scorecard
- Unit Flow Waste Removal
- Monthly Performance Review
- A3 thinking and Countermeasures
- Leader Standard Work
- Visual Management
- Sustaining Improvement Thru
- Training and Managing to SW
“The No Meeting Zone”
Status Sheet
### Daily Stat Sheet VP to Manager

<table>
<thead>
<tr>
<th>VP Daily/Weekly Stat Sheet Kim B.</th>
<th>Department: Inpt Oncology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dates</td>
<td>Monday</td>
</tr>
</tbody>
</table>

#### Daily Measures

<table>
<thead>
<tr>
<th>Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>How many Patients/Families or staff are at Risk?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Any Quality Opportunities or concerns?</td>
</tr>
<tr>
<td>Falls, bundles, med rec/errors</td>
</tr>
<tr>
<td>Patient complaints/Follow Ups</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>People</th>
</tr>
</thead>
<tbody>
<tr>
<td>Any Staff with Problems/Barriers?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Any areas that Demand exceeds Capacity</td>
</tr>
<tr>
<td>For Oncology- Any non-oncology pts on the floor?</td>
</tr>
<tr>
<td>How many filled beds? 16 beds</td>
</tr>
<tr>
<td>How is care management helping to progress care today</td>
</tr>
<tr>
<td>How many discharges planned today?</td>
</tr>
</tbody>
</table>

### Manager 3S Inpatient Oncology

#### Daily Measures

<table>
<thead>
<tr>
<th>Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>How many patients or staff are at risk?</td>
</tr>
<tr>
<td>infections</td>
</tr>
<tr>
<td>interpreter concerns</td>
</tr>
<tr>
<td>employee injuries</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Any quality opportunities or concerns?</td>
</tr>
<tr>
<td>falls, bundles, med. Rec/errors</td>
</tr>
<tr>
<td>Any patient complaints/Follow ups?</td>
</tr>
<tr>
<td>Any equipment or room concerns?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>People</th>
</tr>
</thead>
<tbody>
<tr>
<td>Any staff with special concerns or barriers?</td>
</tr>
<tr>
<td>Who needs the most support how can we help them?</td>
</tr>
<tr>
<td>Any physician or leadership concerns?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Delivery (Service and Timeliness)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Any thing, staff or provider to recognize or celebrate today?</td>
</tr>
<tr>
<td>How are you planning on covering lunches and breaks?</td>
</tr>
<tr>
<td>Any care management concerns?</td>
</tr>
</tbody>
</table>
Huddle
Title: Radiation Oncology Business Strategy

1. Reason for Action
   - ThedaCare's Radiation Oncology program is a critical element of our comprehensive Cancer Center.
   - Our market leading program requires:
     - Leading edge technology
     - Exceptional human talent incorporated into effective teams.
     - Defect free processes
     - Increased productivity
     - Customer focused culture
     - Requires exceptional service.
   - The market has become more competitive putting TC at risk.
   - There are well organized, highly visible, and motivated competitors seeking our market share.
   - Our customers are more

2. Initiating Business Strategy
   - The Radiation Oncology Gross Revenue Trend
     - Measure
       - Increase gross revenue by 15% from 2007
       - Increase productivity by 10% from 2007
     - Target
       - Increase gross revenue by 2007
       - Increase productivity by 2008
   - Increase the Total Flow time from referral to treatment by 27%.
   - Increase the number of employees who have been trained to use the problem solving method.

3. Target State: Recognized in market as destination of choice for quality outcomes, cost, technology, and patient experience.

4. Gap Analysis:
   - Problem Statement: Lack of MD and Radiation Oncology Alignment
   - Root Cause: Lack of communication between MDs and Radiation Oncology
   - Countermeasure: Develop Master Growth strategy

5. Solution Approach:
   - Problem Statement: Lack of Communication between MDs and Radiation Oncology
   - Countermeasure: Develop Master Growth strategy

6. Rapid Experiments:
   - Experiment 1: Improve Communication between MDs and Radiation Oncology
   - Experiment 2: Increase the number of employees trained to use the problem solving method.

7. Completion Plans:
   - What: Increase Revenue
   - Who: Q1
   - By When: Q2
   - Complete: Q3
   - Status: Not started

8. Insights:
   - Technology is only as good as the person operating the machine.
   - Manitowoc Holy Family has become SIV group – we will continue to look at new opportunities.
President Huddle Standard Work
Monthly Scorecard of Metrics
VP and Manager level

Drivers - Respond

Watch Indicators - Observe

2009 VP Scorecard

Measure of: Safety
Owner: Barnas / Adair
Reduce number of falls in acute areas by 20%

Goal: 2.3

2008 TARGET: 2.3
Yr End % Improvement: 20%

2008 Baseline: 2.83
2009 YTD: 1.38
YTD % Improvement: 51%

Reduce Patient Falls (in Acute care areas) (HD (AMC+TC)

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Managing to Established Standards
(Kamishibai)
The must haves of Leader Standard Work

- Leaders must teach
- Leaders must observe
- Leaders must coach
- Leaders must help teams identify improvement opportunities
Examples of Leader Standard Work

- Daily Stat Sheet
- Daily Performance Review Huddle
- Leadership Team and Scorecard
- A3 and PDSA thinking
- Monthly Scorecard Review Meeting
- Process Observation Calendaring (kamishibai)
Begin the Dialogue

• Create and sustain a system of continuous improvement aligned with strategic goals
• Cascade information effectively throughout the organization
• Implement a system where employee coaching and mentoring can occur on a daily basis
• Build standard work for all leaders in gemba to support daily continuous improvement
Questions
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Questions & Answers

Type your questions into the question box!
Lean Training in Seattle and Boston

At the Lean Enterprise Institute’s Headquarters in Cambridge:

- Lean Accounting
  May 22

- Sustainable Lean Culture
  May 20 – 21

- Value-Stream Mapping
  June 11 -12

- Getting the Right Things Done
  June 25 - 26

Seattle Washington Workshop Event, June 17 – 20

- Leading in a Continuous Improvement Culture
- Managing to Learn (A3)
- Change Agent Skills
- Key Concepts of Lean
- Problem Solving
- Value-Stream Mapping

Learn more at: lean.org/workshops

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