

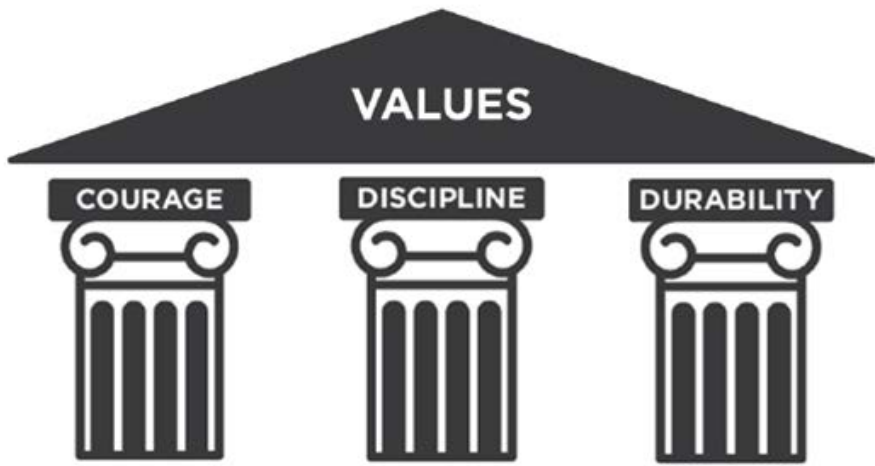
# Building the Culture for Lean to Succeed

By Jeff Thompson, MD

Want Better Employees?  
Be a Better Employer.

Lean Transformation Summit 2018  
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**VALUES**

**COURAGE**      **DISCIPLINE**      **DURABILITY**

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## Working definition of Lean:

The development of a culture that enables an overall management system to create value for customers by eliminating waste and solves problems through the daily application of the scientific method in creating standard work.

-S. Shortell, Ph.D., U.C. Berkely



## GUNDERSEN HEALTH SYSTEM® STRATEGIC PLAN

**Our Purpose is to bring health and well-being to our patients and communities.**

**Mission:** We will distinguish ourselves through excellence in patient care, education, research and improved health in the communities we serve.

**Vision:** We will be a Health System of excellence, nationally recognized for improving the health and well-being of our patients, families, and their communities.

**Commitment:** We will deliver high quality care because lives depend on it, service as though the patient were a loved one, and relentless improvement because our future depends on it.

**Values: Integrity** – Perform with honesty, responsibility and transparency.

**Excellence** – Measure and achieve excellence in all aspects of delivering healthcare.

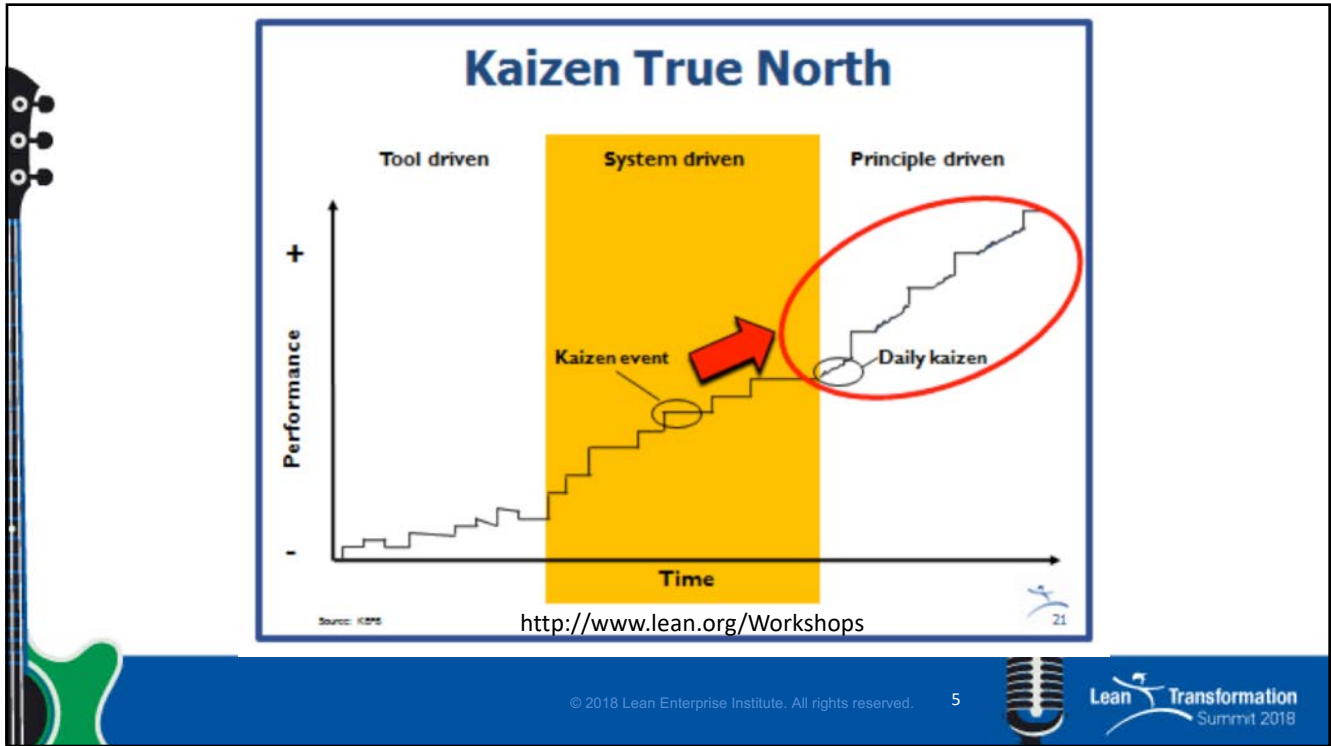
**Respect** – Treat patients, families, and coworkers with dignity.

**Innovation** – Embrace change and contribute new ideas.

**Compassion** – Provide compassionate care to patients and families.

<p><b>Superior Quality and Safety</b> Demonstrate superior <u>Quality &amp; Safety</u> through the eyes of the patients &amp; caregivers</p>	<p><b>Outstanding Patient Experience</b> Create an outstanding <u>Experience</u> for patients and families</p>	<p><b>Great Place</b> Create a <u>Culture</u> that embraces a passion for caring and a spirit of improvement</p>	<p><b>Affordability</b> Make our care more <u>Affordable</u> to our patients, employers, and community</p>	<p><b>Growth</b> Achieve <u>Growth</u> that supports our mission and other key strategies</p>
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## Is 'Lean Thinking' making a difference in Healthcare?

Answer:

Not Much, Not Really.

“Healthcare Lags far Behind the Manufacturing Industry’s Level of Excellence in Lean Application”.

-S. Shortell, Ph.D., U.C. Berkely



## WHY NOT?

Answer:

There is an over-emphasis on the tools and “one-off” projects as opposed to the realization that it is a radically new way of **Leading and Managing a Healthcare Organization.**

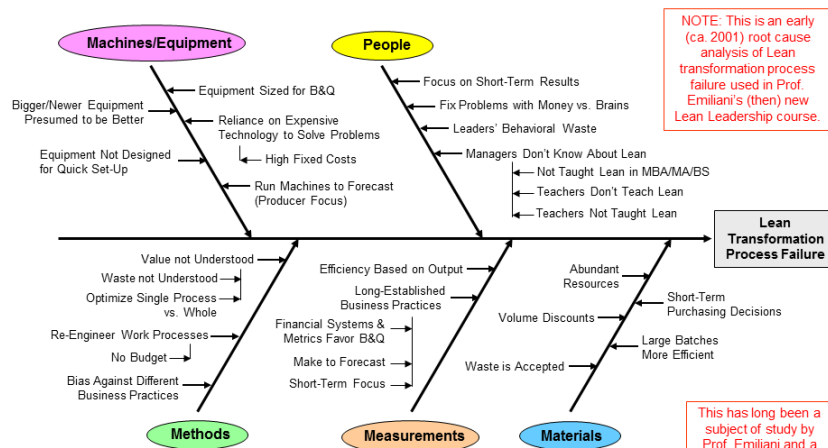
Emphasis on The 4 E’s:

- Empowerment
- Engagement
- Execution
- Excellence

-S. Shortell, Ph.D., U.C. Berkely



## Root Cause Analysis of Lean Transformation Failure



## MEDICAL STAFF COMPACT

**GUNDERSEN HEALTH SYSTEM'S RESPONSIBILITIES**

**ACHIEVE EXCELLENCE**

- Recruit and retain outstanding physicians and staff
- Support career development and enhance professional satisfaction
- Acknowledge and reward superior performance that enhances patient care and improves Gundersen Health System
- Create opportunities to participate in quality improvement, research, and improvements in community health

**COMMUNICATION**

- Communicate information regarding organizational priorities, business decisions, and strategic plans
- Provide opportunities for constructive dialogue, clarity of goals, and regular evaluation

**EDUCATE**

- Support and facilitate teaching and learning opportunities
- Provide the tools necessary to continually improve medical practice

**REWARD**

- Provide competitive compensation consistent with market values and organizational goals of quality, service, and efficiency
- Maintain clear organizational responsibility and integrity to those it serves

**CHANGE**

- Manage the inevitable rapid changes in healthcare so that staff have an opportunity for participation, for clarity of goals, and continuous modification of the process as well as the outcomes

**MEDICAL STAFF'S RESPONSIBILITIES**

**FOCUS ON SUPERIOR PATIENT CARE**

- Practice evidence-based, high-quality medicine
- Encourage increased patient understanding, involvement in care, and treatment decisions
- Achieve and maintain optimal patient access
- Insist on departmental focus on superior patient service
- Work in collaboration with other physicians, support staff and management across the system in both service and patient care improvements
- Demonstrate the highest levels of integrity and professional conduct
- Participate in or support education and research

**TREAT ALL PEOPLE WITH RESPECT**


- Listen and communicate both clinical and non-clinical information in a clear, respectful, and timely manner
- Provide and accept feedback in a respectful manner from all staff and outside contacts

**TAKE OWNERSHIP**

- Provide leadership to improve outcomes quality and service quality
- Work to ensure personal, departmental, and organizational compliance with all legal and educational requirements
- Steadily improve the efficiency and economic aspects of your practice

**CHANGE**

- Embrace innovation to continuously improve patient care, service and organizational efficiency





**GUNDERSEN HEALTH SYSTEM.**  
Where Caring Meets Excellence

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## Culture Development: Talent Review Nine Box

Potential ← →

Performance ↑ ↓

High
Low


← High → Low



Performance ↑ ↓


High
DC
Low


GE Nine Box System

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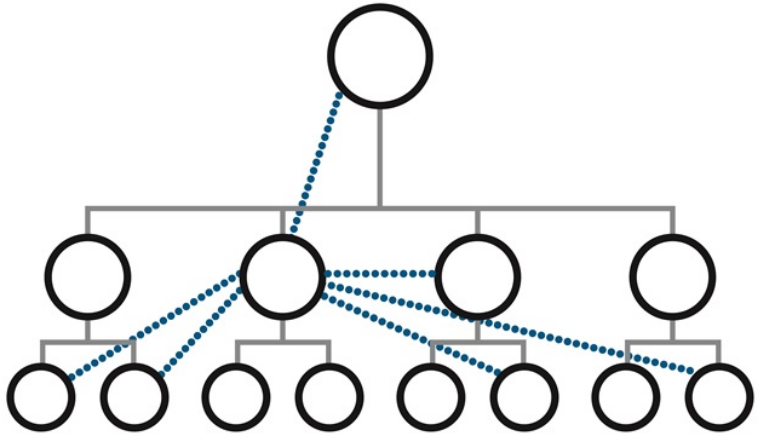
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“You cannot give what you do not have....if they don’t feel cared for...they can’t care...to embrace...you have to have been embraced. To respect you have to have been respected....don’t be stunned by your staff’s lack of care, connection , or respect if they have not, through their eyes, been cared for...connected with...and respected.”  
- Maureen Bisognano

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## Leaders

- No one's ego is more important than the well-being of those you serve.
- What you tolerate, you support.
- The more special and protected we treat the executives, the less special and more afraid the staff feel.



## People

- “Holding accountable” is looking backward. “Being responsible for their success” is looking forward. Excellence will be found in the balance.
- The ripple effect of undermanaged poor performance by leaders is enormous.
- The chain of command is always a weak link in the communication chain.

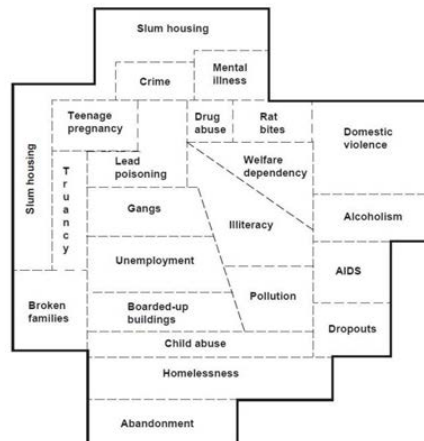


## Organization

- We need to move past the notion of excellence on the basis of reputation, marketing budgets, or size, and expect greatness to be described by broad outcome measures across time, demographics, and sectors of the community.
- Finances and facilities are tools—important, useful tools, but just tools.



## Needs-Focused Map of Health

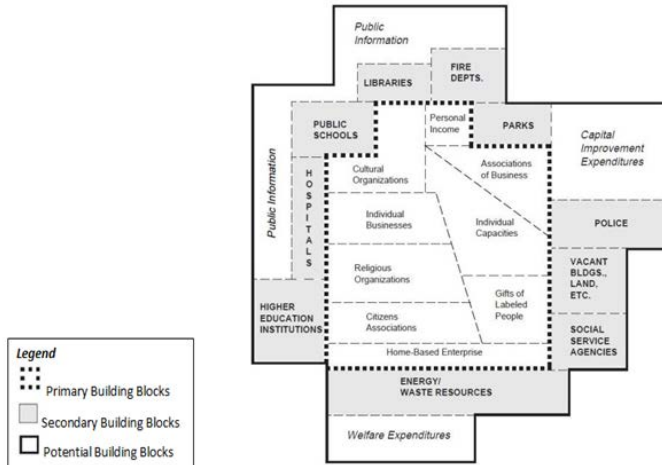


McKnight & Kretzmann, 1996





# Assets-Focused Map of Health



McKnight & Kretzmann, 1996



## Try things even if you think they won't work



# Sometimes it works...

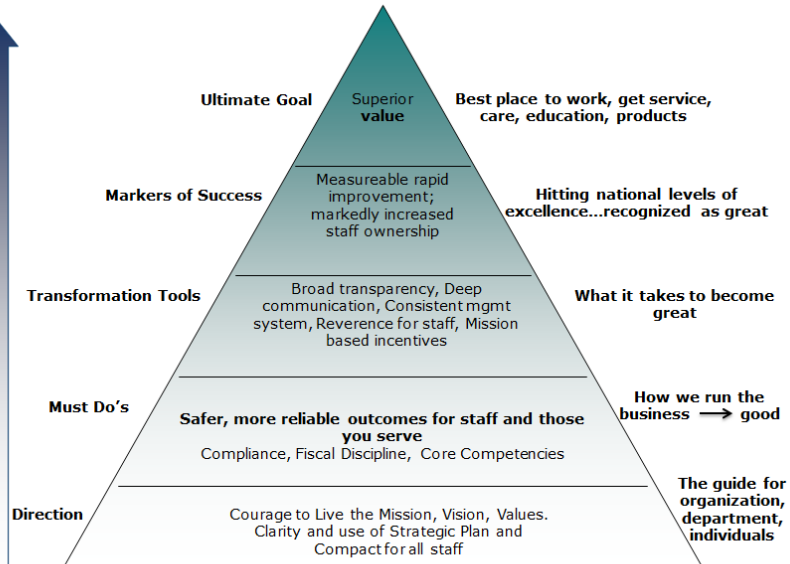


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**VALUES**

**COURAGE** **DISCIPLINE** **DURABILITY**

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"This book is an investment in those leaders, the cultures they build, and their ultimate and lasting success."  
JEFFREY R. IMMELT, CHAIRMAN AND CEO, GE


**LEAD TRUE**

LIVE YOUR VALUES,  
BUILD YOUR PEOPLE,  
INSPIRE YOUR  
COMMUNITY

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