

Follow the Learner

The path to creating a lean culture

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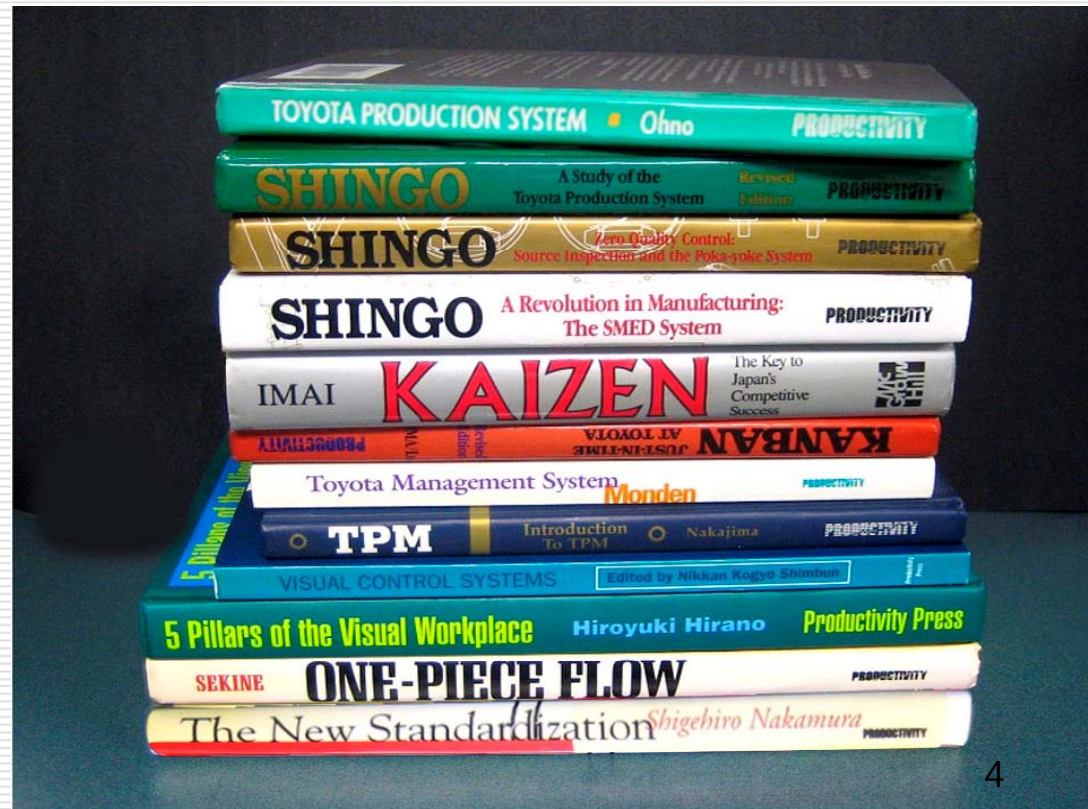
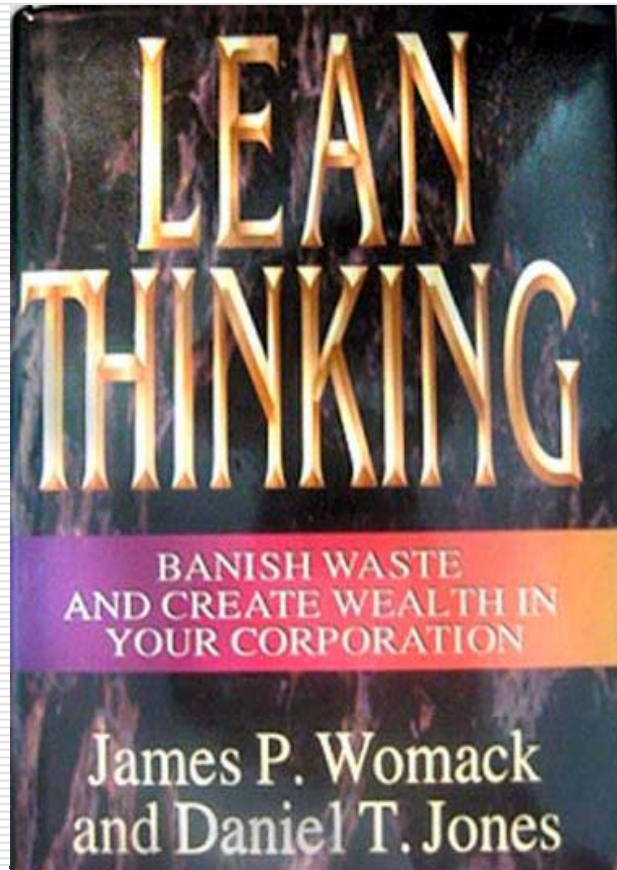
Why Change at All?

- Is one-piece flow achievable?

Problems With Old System

- ❑ Uneven work load
- ❑ Relying on one front office person
- ❑ Excessive load on the front office
- ❑ Personal problems halt office work
- ❑ Mistakes when passing information

Why Change Radically?



Application in Dentistry



A



B



C



D

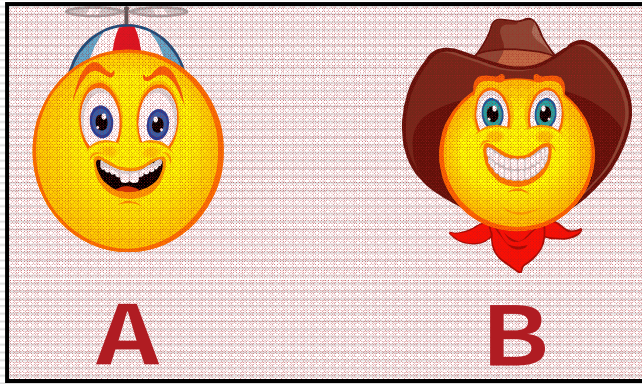


E



One-Piece Flow

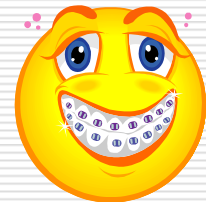
Application in Dentistry



C



D



E



Application in Dentistry



A



B



All in One Visit

All in One Visit

Application in Dentistry



A



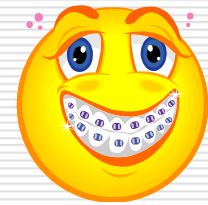
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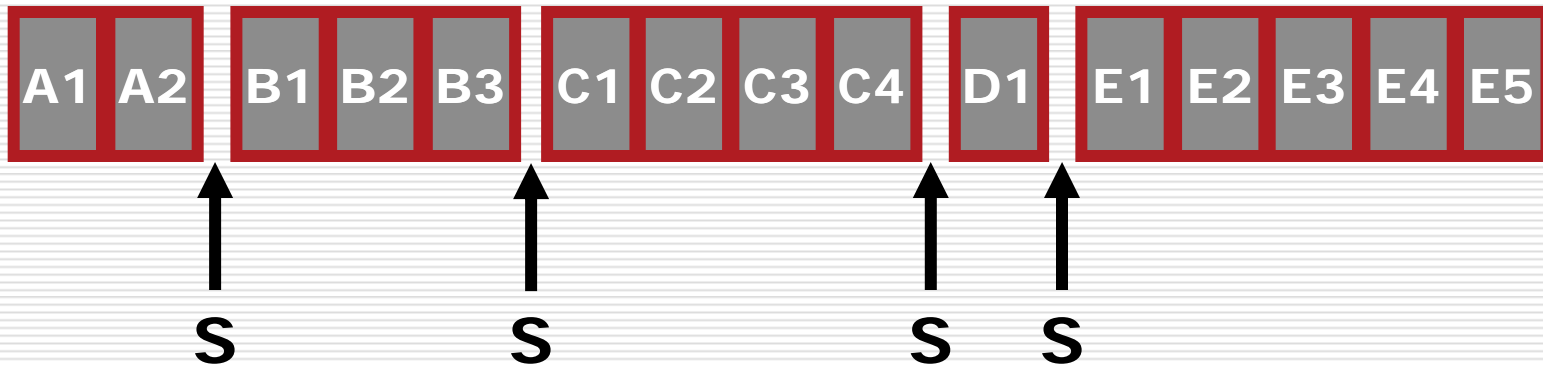
C



D



E



Leveling, Synchronization,
One-Piece Flow, Smaller Lot Size

Lead
Time

500
Times!

SMED

=

Treat
to
Demand

Shingo
Pgs.37,101

Defining Leveling

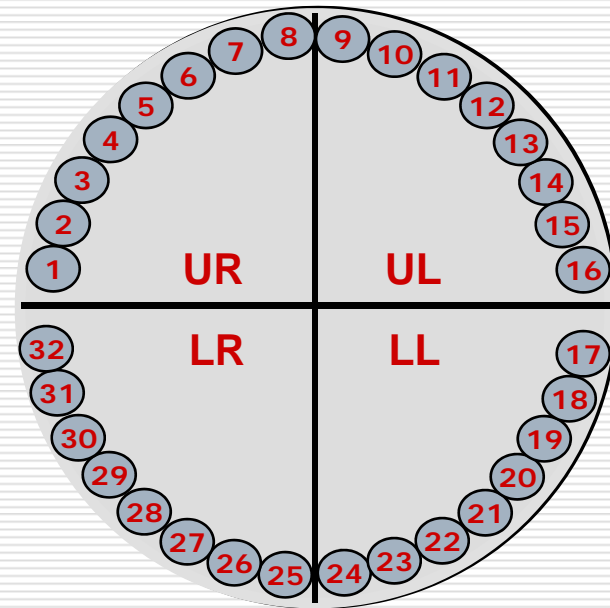
- Balancing Load and Capacity
- Distributing Procedures:
 - According to Takt time
 - Throughout the schedule

Defining “Flow” in dentistry

- One appointment - all providers
- Continuous treatment
- No gaps between providers

Defining : One-Piece Flow - One Lot

- Procedure,
i.e., Root Canal?
- Tooth=One Piece
- Quadrant?
- Arch?
- Side?
- Mouth=One Lot



Ohno: Shortening Lead Time



Implementing Flow

1. Identifying Value Streams
2. Switching to Flow Scheduling
3. Crossing Functional Barriers

2-Batch Scheduling:

Focused on Provider Efficiency

Dentist 1	Dentist 1	Dentist 1	Hygienist 1	Hygienist 2
Chair 1	Chair 2	Chair 3	Chair 4	Chair 5
Crn Preps	Amalgams	Seats	Prophy	Prophy
Pbu	Composites	Ex1	Debridment	Debridment
Inlays	Extractions	Ex3	RP&S	RP&S
Bridge prep	Pulpotomy	FMX		
RCTs		ChPx		
Veneers		Checks		
		Delivers		
		Impressions		
		Seals		

2-Flow Scheduling:

Focused on Patient Need

D1	D1	D2	D2	D1,2,H
Chair 1	Chair 2	Chair 3	Chair 4	Chair 5
P1	H	P1	H	Overflow
	P2		P 2	
P 3	H	P 3	H	
Lunch	Lunch	Lunch	Lunch	Lunch
P 1	H	P 1	H	Overflow
	P 2		P 2	
P 3	H	P 3	H	

Flow:

3-Crossing Functional Barriers

1. Hygienist treating the dentist's patients
2. Dentist treating the hygienist's patients
3. All chairs becoming common to both:
"Patient Chairs"

Defining Synchronization

- 1. Scheduling:** Precise and Flexible
- 2. Pulling JIT Services :** No breaks in treatment

Synchronization:

1-Schedule Control

1. Yearly Template: Leveling

Takt time from last year's data

2. Biweekly Schedule: Precision

Providers adjust their own schedules

3. Daily Schedule: Flexibility

Flow Managers and Providers

adjust to short notice changes

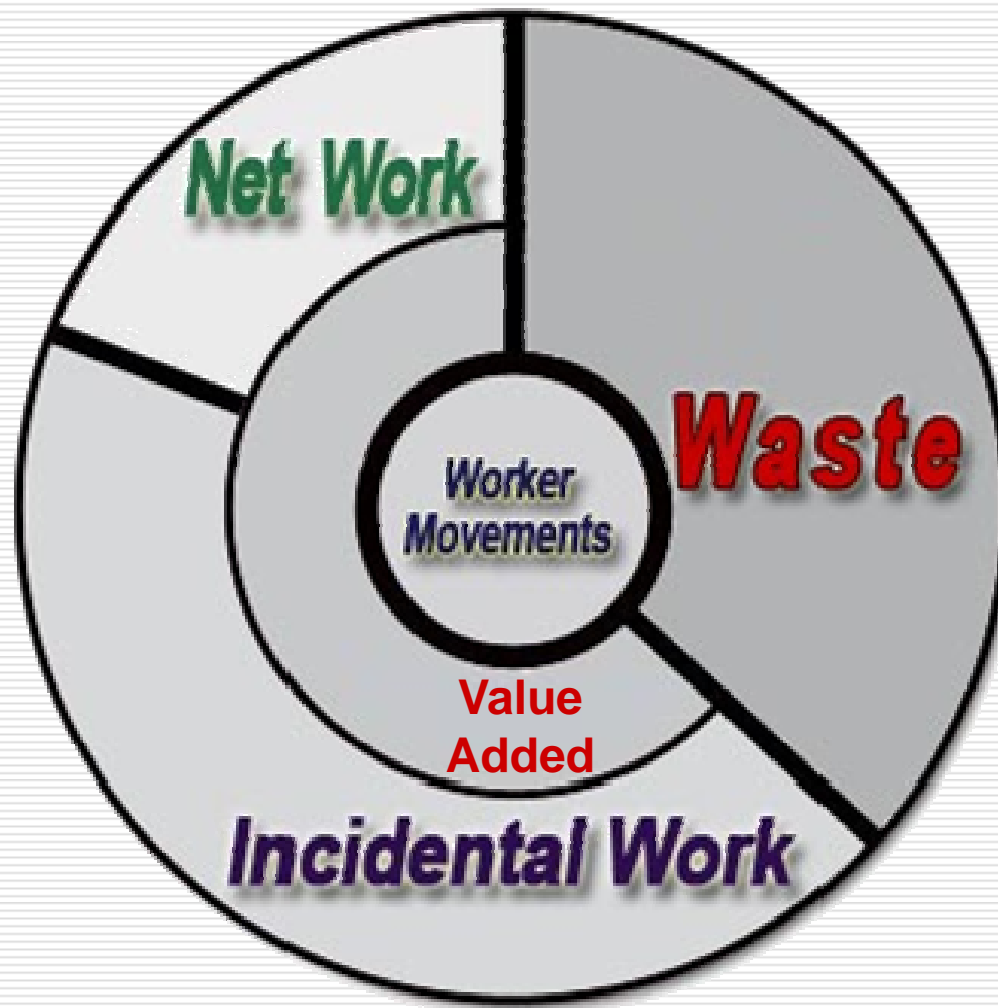
Synchronization: 2-JIT Service

1. Patient care flow manager
2. Kanban

1-Patient Care Flow Manager

- Supervises the flow of treatment
- Secures JIT service for the next step through a "Service Kanban"
- Enters the line when needed
- Continually eliminates waste

2-Kanban



Directing Providers
towards

**"Value Added
Work"**

Away from
"Waste"

Lean Thinking: Results

“In short, lean thinking is lean because it provides a way to **do more with less** :

- less human effort
- less time
- less equipment
- less space

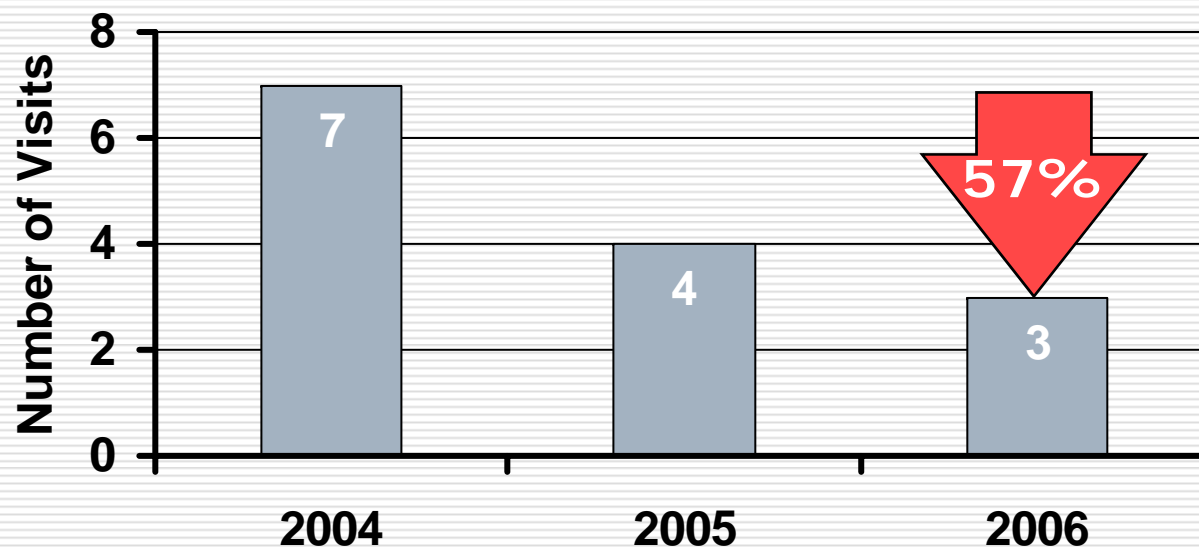
while coming closer and closer to providing customers with exactly what they want.”

Source: “Lean Thinking”

23

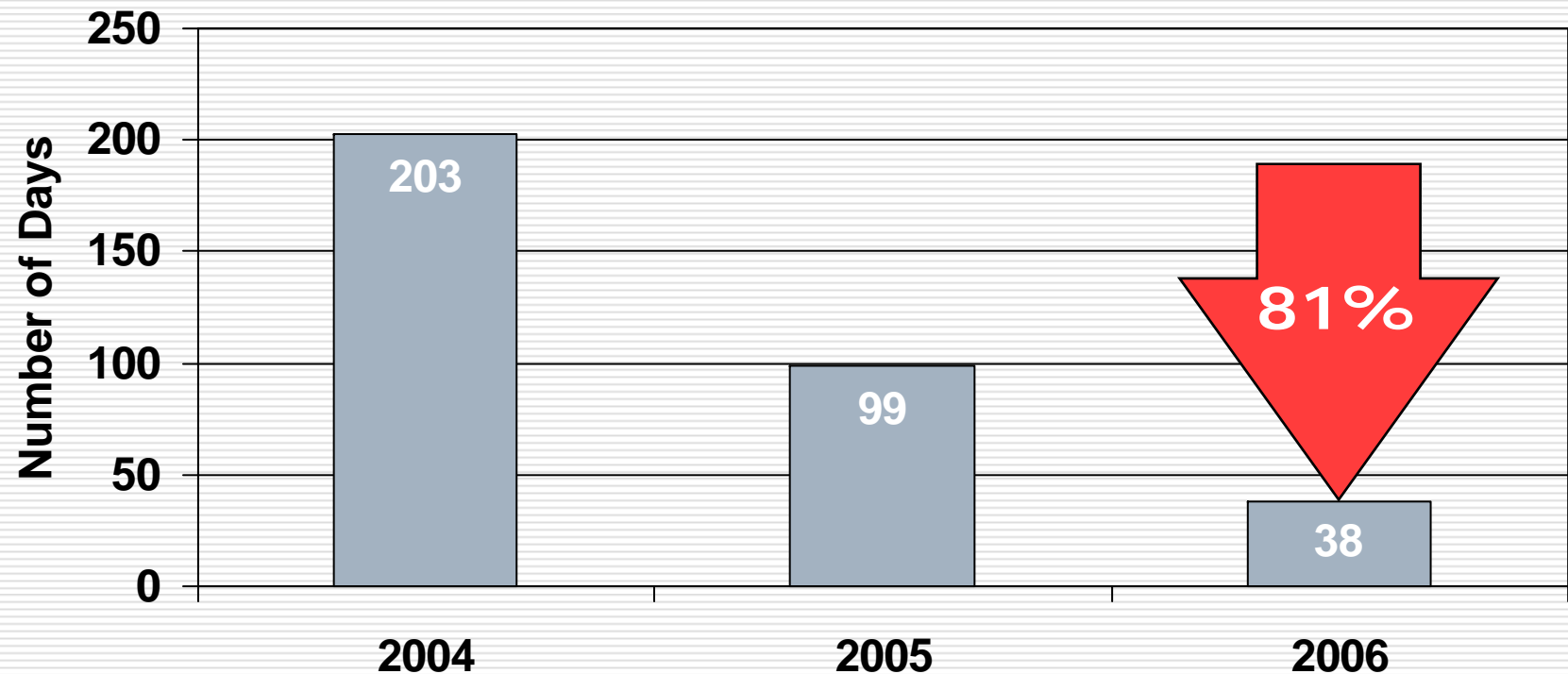
Lead Time Reduction

Number of Visits for a
Full Mouth Treatment

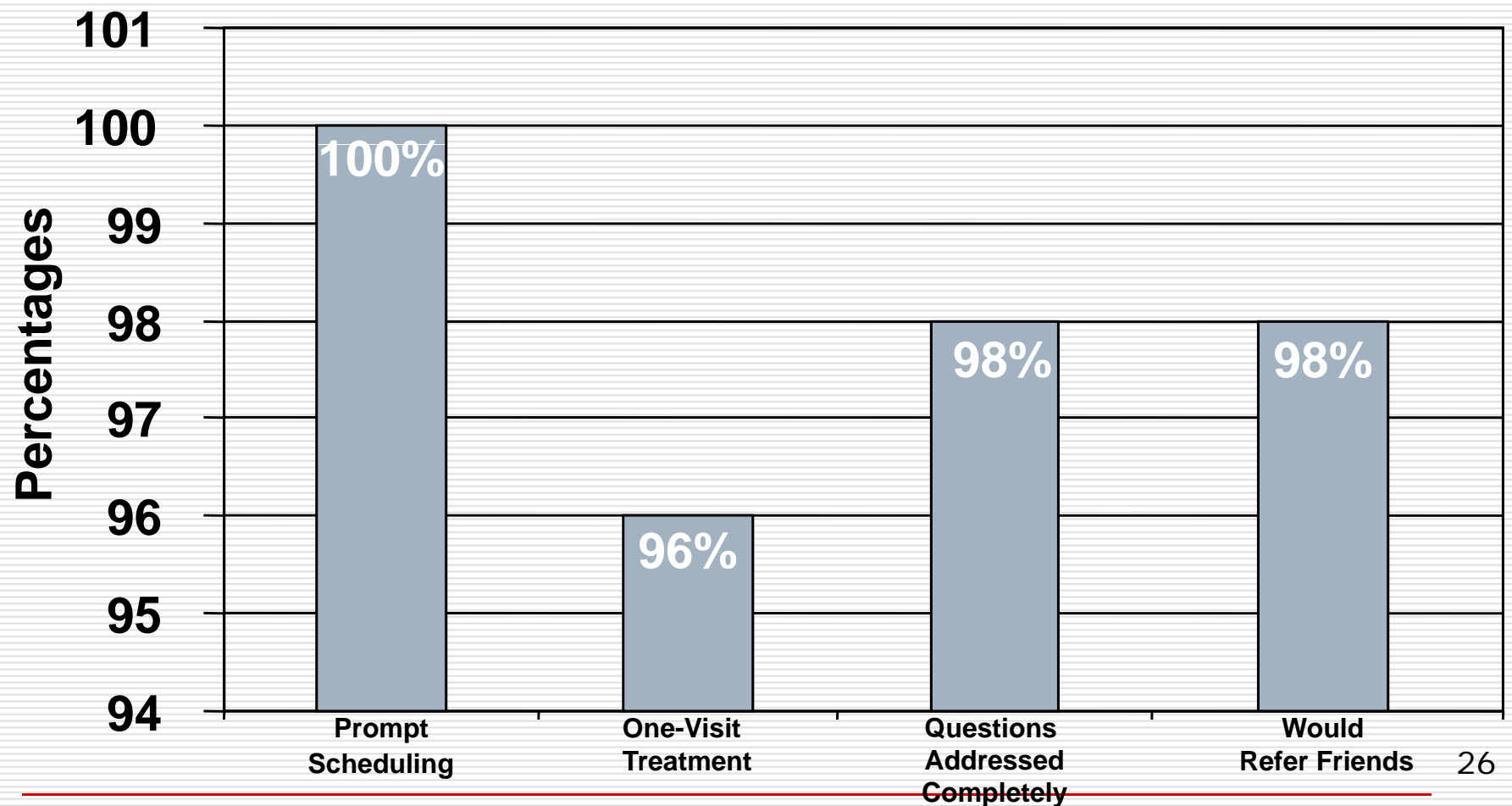


Lead Time Reduction

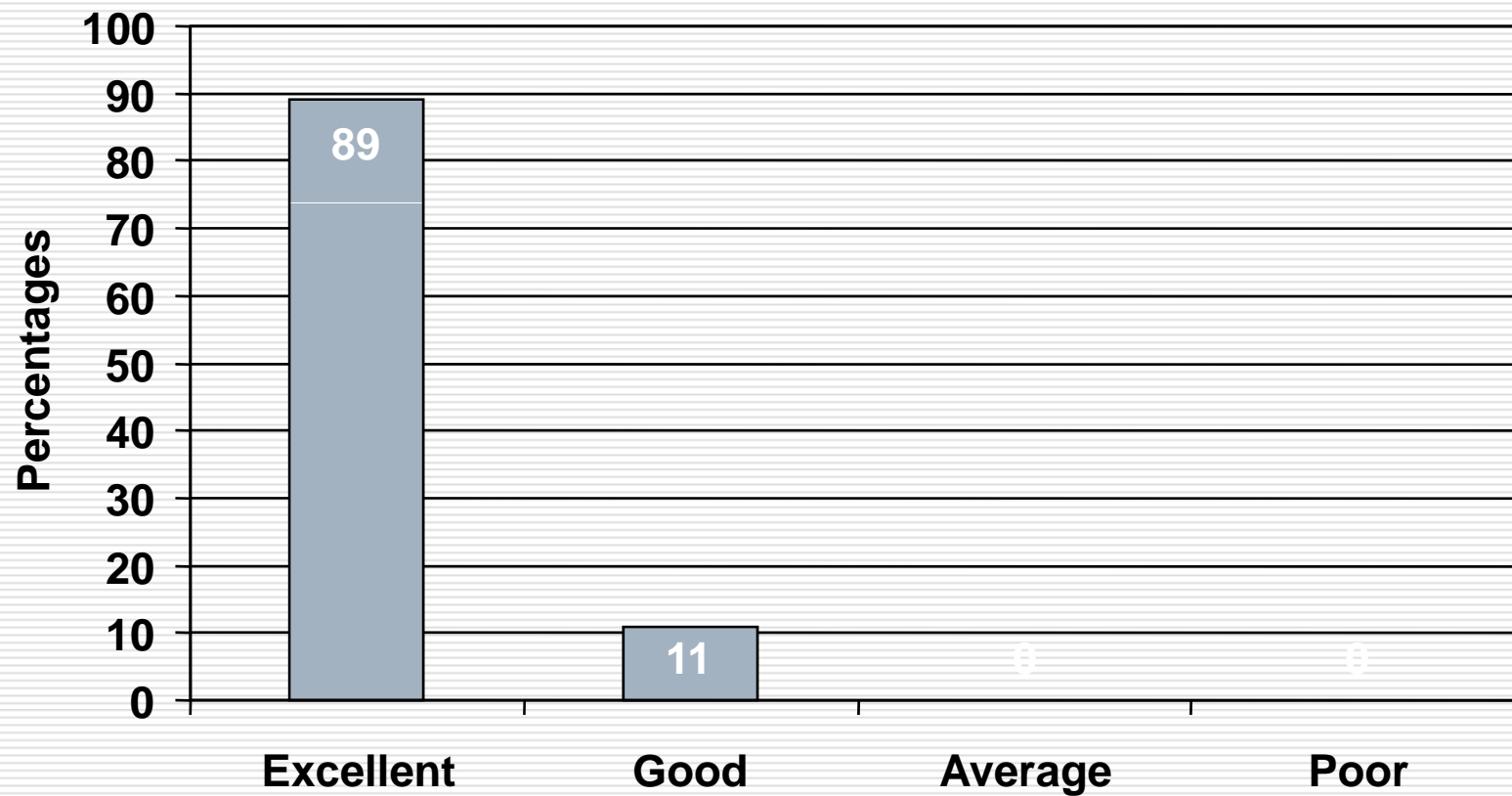
Number of Days for a Full Mouth Treatment



Survey Questions

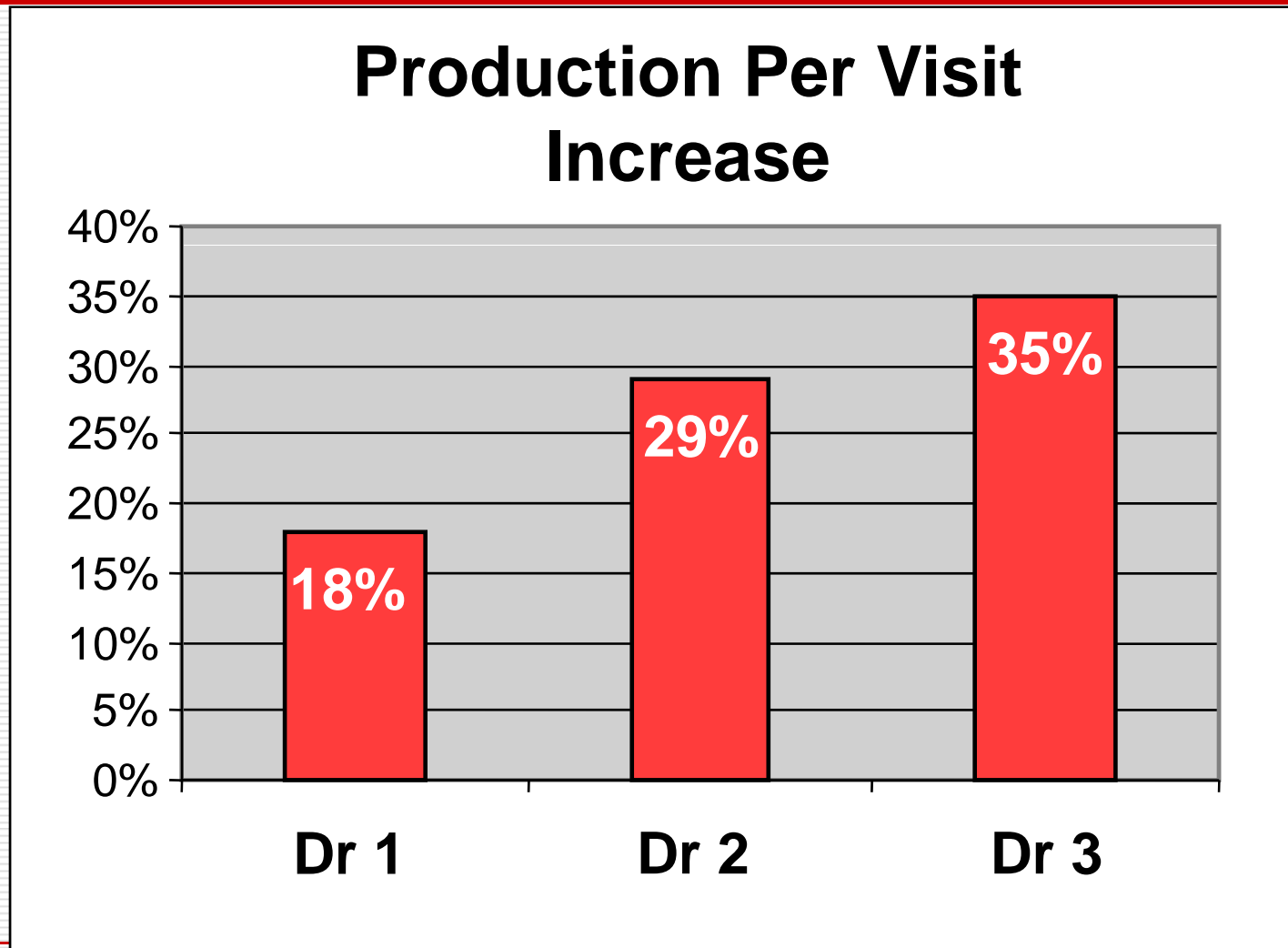


Our Service Ratings

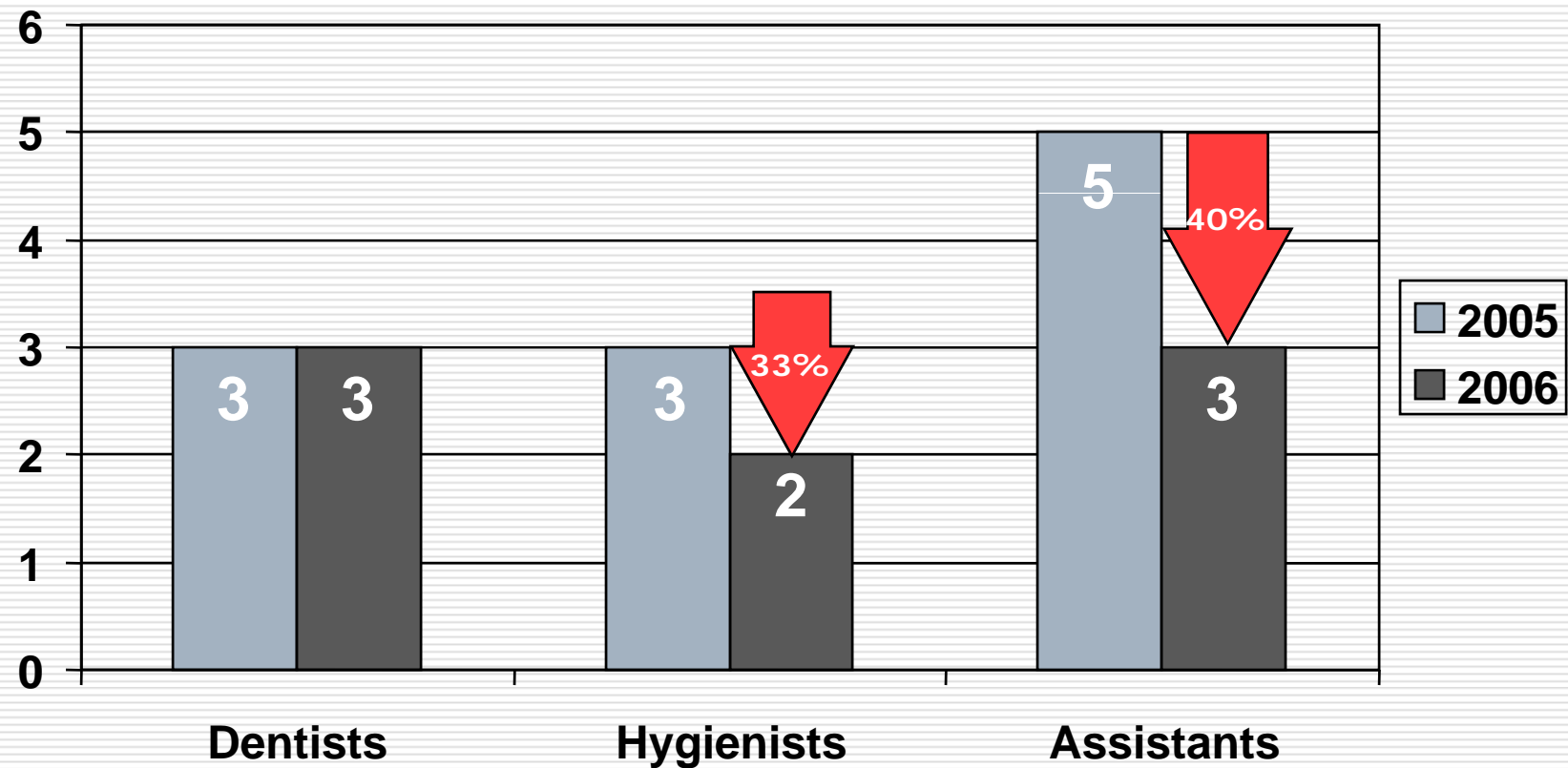


Doing More (With Less)

2006 vs. 2005

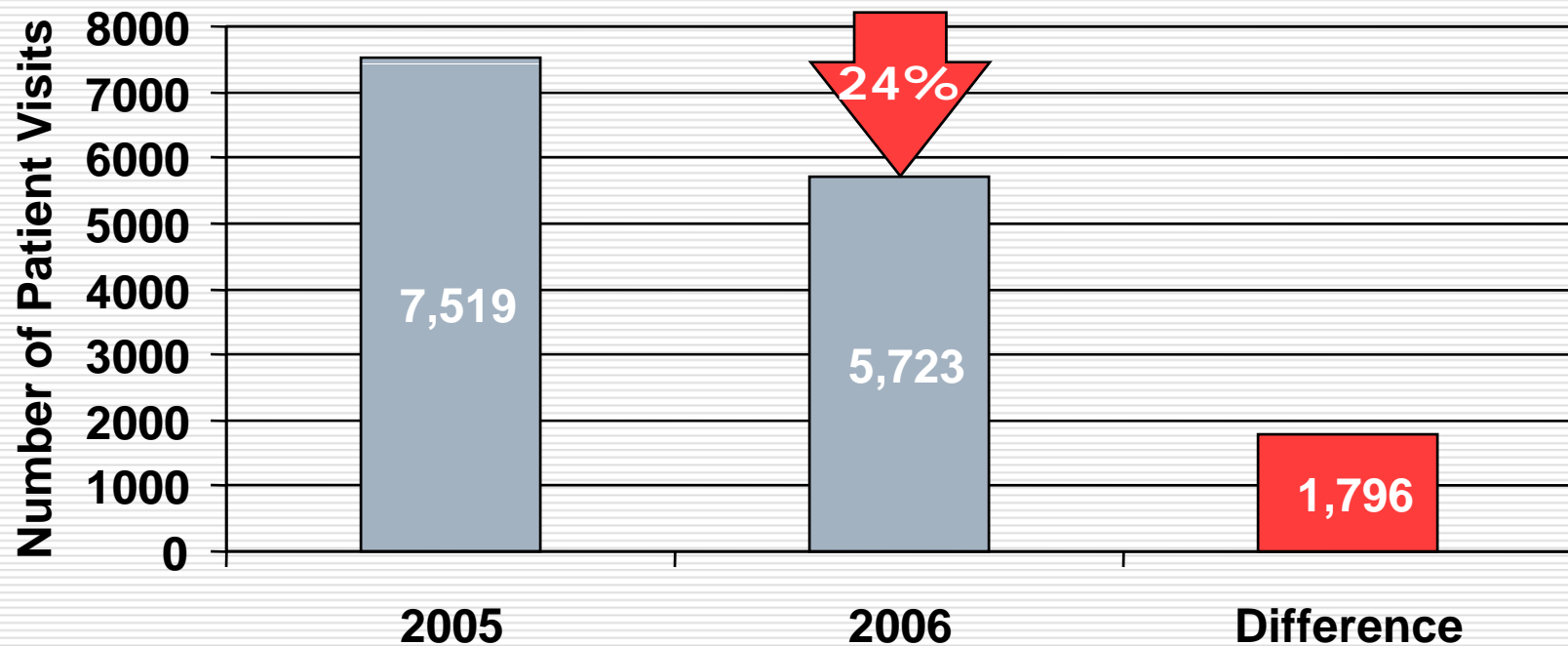


Less Human Effort



Less Time

Number of patient visits
for the same amount of work



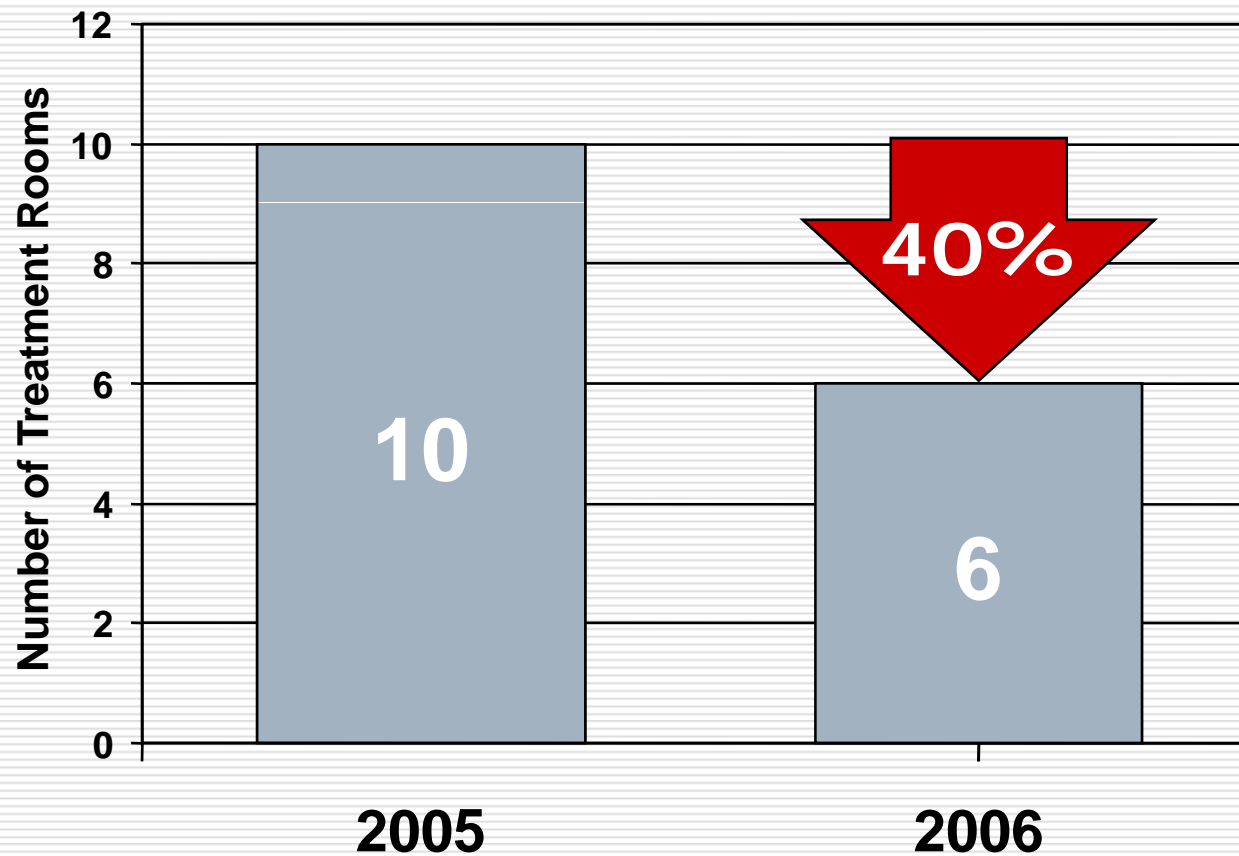
Saved in One Year

1. Making appointment
2. Confirming appointment
3. Typing notes in computer
4. Receiving patient
5. Preparing the room
6. Walking patient out
7. Cleaning and sterilizing instruments
8. Collecting fees
9. Explaining treatment
10. Double checking treatment plan
11. Writing kanban, etc...

X1,796

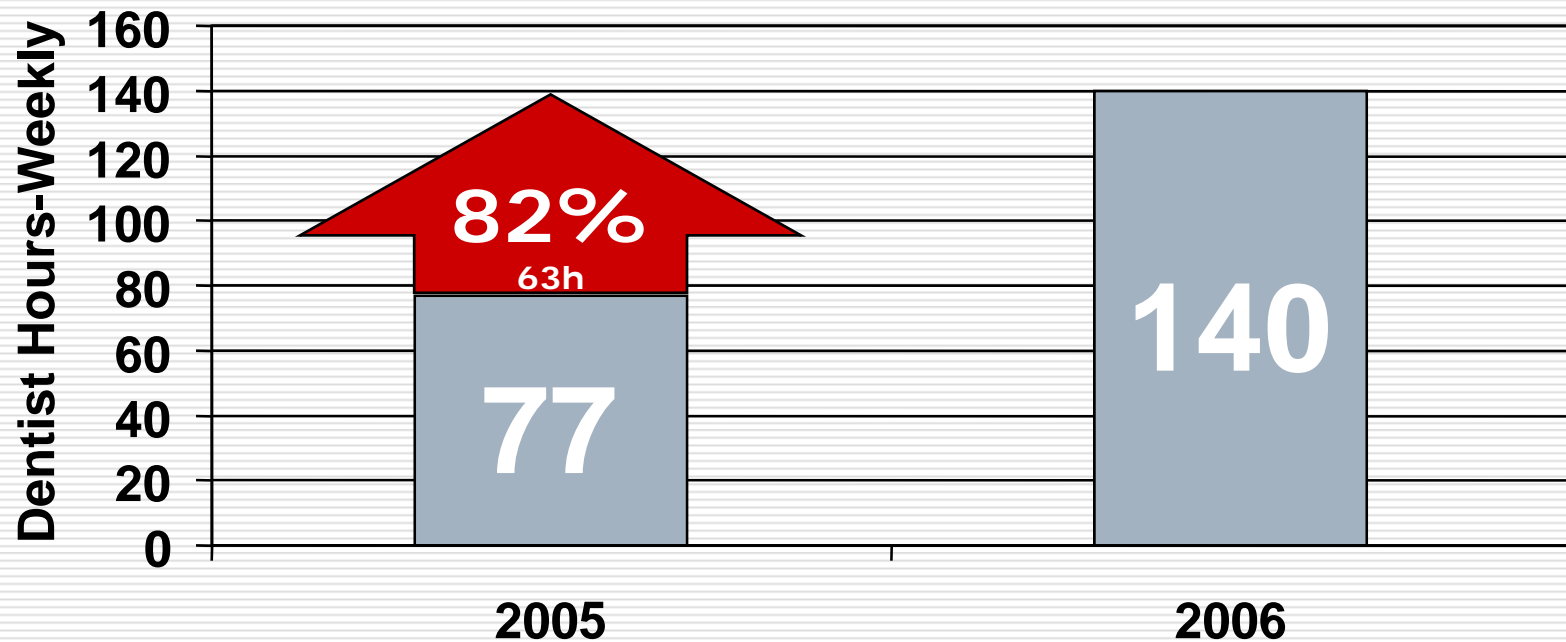
Less Equipment and Space

Treatment Rooms



Capacity Improvement

Dentist Hours-Weekly



Fundamental Lessons: Technical

- Peaks and valleys:
 - View from the valley
 - View from the peak
- Process vs. Operations:
 - Which to improve first?
 - Where to improve first?

Solution

Barrier

Trying One-Visit Treatment

Too Many Setups

**SMED:
Treatment Room Changeover**

Extra Capacity

**Flow:
Dentist Part of Treatment**

Hygiene Not Included

Leveling / Mixed Treatment

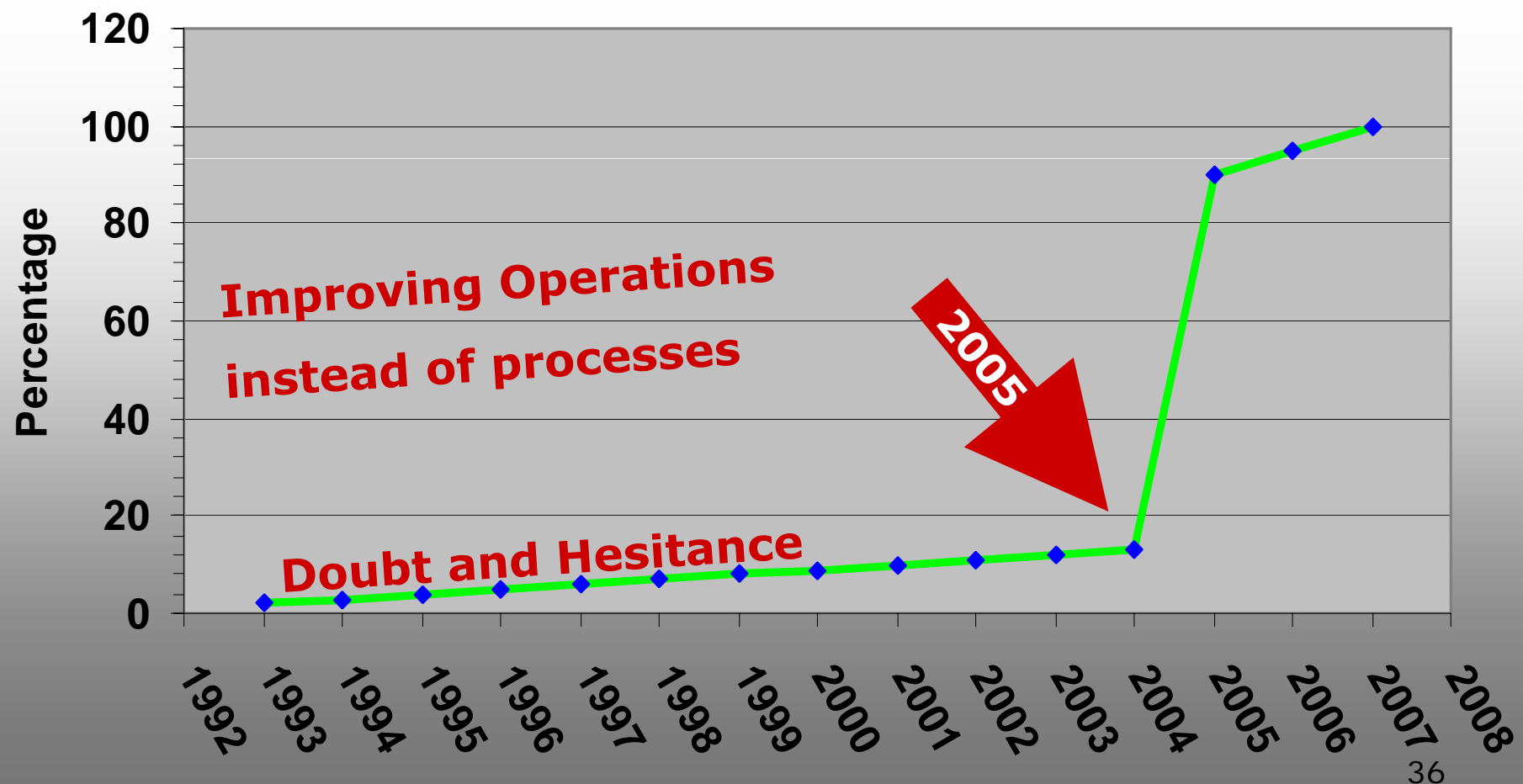
Coordination Problems

Flow Manager Position

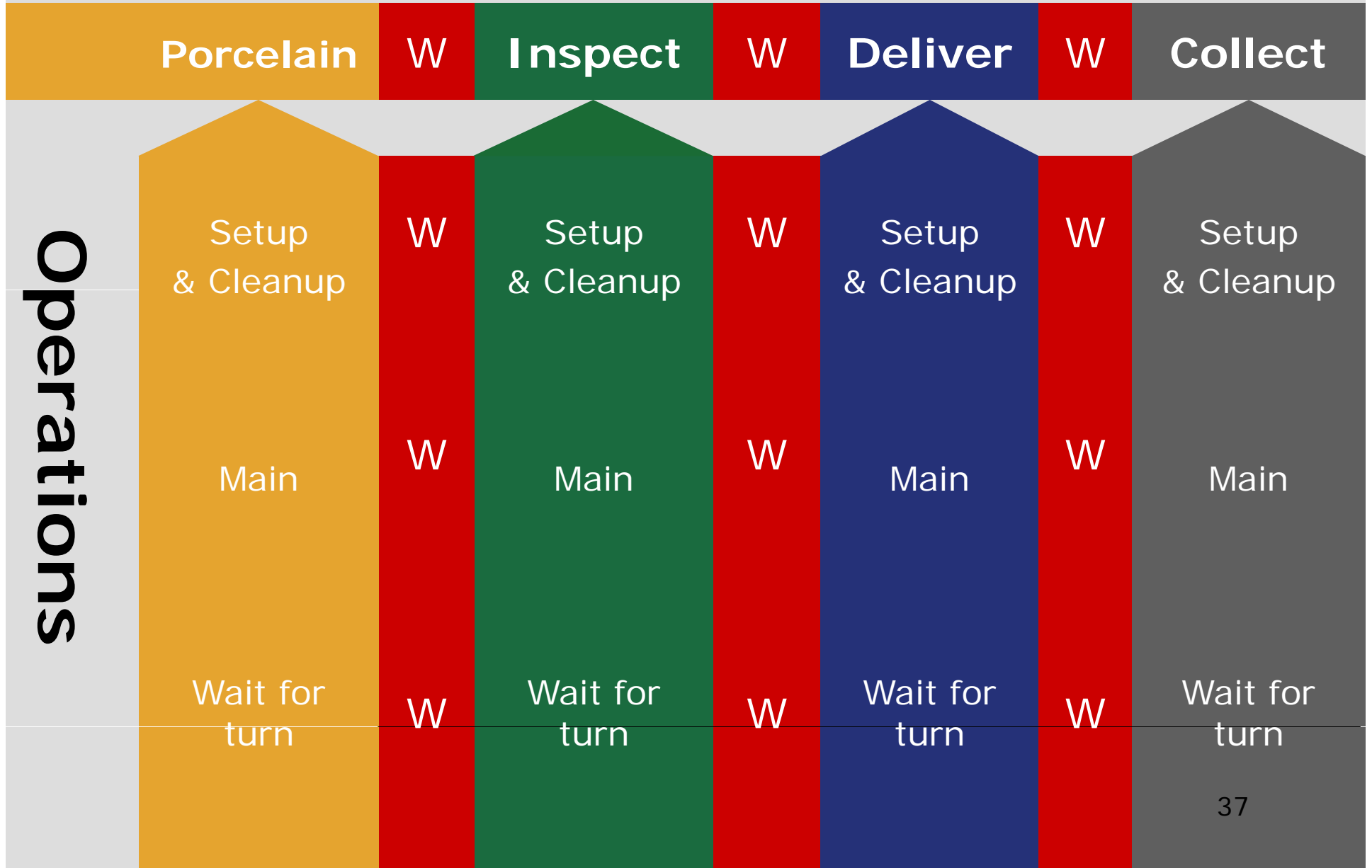
Communication Problems

Kanban / Synchronization

Why 13 Years to Implement Lean Management?



Improve Next to Customer



Fundamental Lessons: Leadership

Jim Womack

on Purpose, Process and People...

- A clear and universally understood purpose dedicated to solving customer problems,
- supported by lean processes that are designed, performed and improved
- by engaged people with fulfilling work.

Bahri Dental's System of Leadership Principles *Purpose*

1. Define “True North”: *One-Piece Flow*
2. Put the customer first: *When they're not looking*
3. Focus first on reliability and responsiveness: *What they want most*
4. Pursue quality & productivity with equal passion: *Truthfulness in business*

Bahri Dental's System of Leadership Principles *Purpose*

5. Minimize lead time and maximize flow to increase capacity: *Flexible systems, adaptable to change*

6. Understand and treat the organization as a system: *Follow the product, door to door*

7. Pursue **operational excellence**, growth will follow: *solid solutions, hard to imitate*

Bahri Dental's System of Leadership Principles *Process*

1. Be equal part **learner**, equal part **teacher**
2. Build a **problem solving** culture
3. **Train** to meet the needs of the patient
4. Create a **learning environment** safe for experimentation
5. **Communicate** clearly and honestly with patients

Bahri Dental's System of Leadership Principles *People*

1. Show **respect** for people and their personal lives
2. Create an **open** business partnership
3. Respect **everyone's** time
4. **Balance** competing interests
5. Gain trust by providing **proof**
6. Build **consensus** rather than attempt to control
7. **Decide** to become a leader

Summary of Advice

- Improve processes before operations
- Run your value-adding operations in a series, and the support functions in parallel
- Start improvements on a small scale
- Use small scale experiments to provide proof
- Look for flexible people
- Put the decision makers together

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