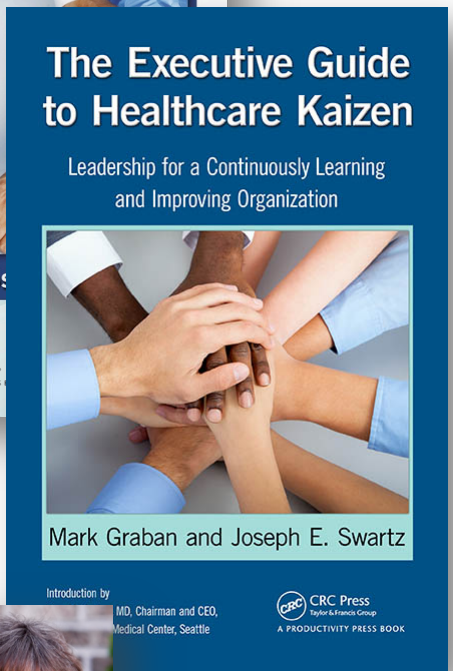
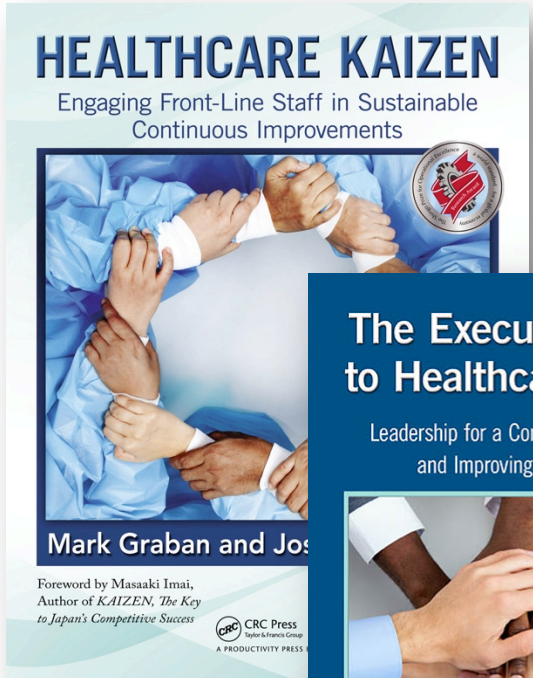


HEALTHCARE KAIZEN

Engaging Front-Line Staff in Sustainable Continuous Improvements

Mark Graban and Joseph E. Swartz



"Healthcare Kaizen" Workshop

Mark Graban
President, Constancy, Inc.
VP of Services, KaiNexus

Kaizen

改

Kai = Change

善

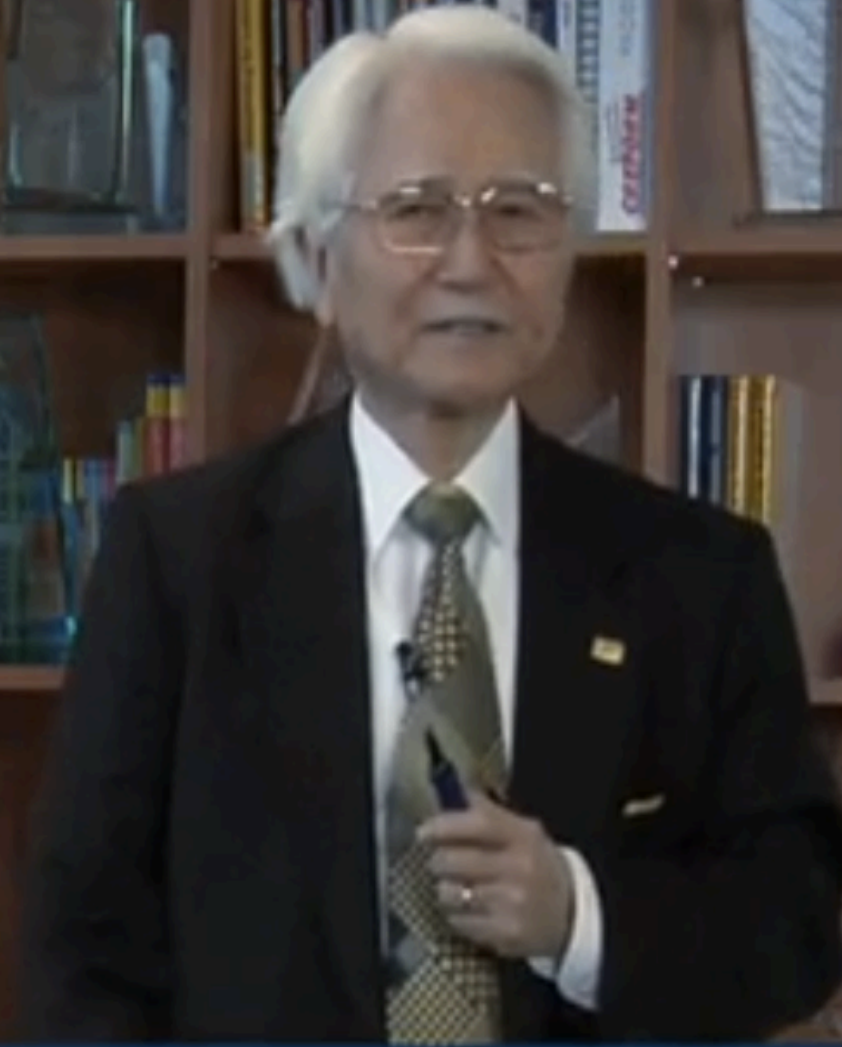
Zen = Good

Healthcare Kaizen by Graban & Swartz

改

善

**“everybody
improving,
everywhere,
and every day”**



Masaaki Imai - Founder KAIZEN Institute

PHILOSOPHY AND VALUES



- We respect the dignity and worth of each person and strive to promote the rights of our patients.
- We are dedicated to caring and compassion for all whom we serve. Their needs of body, mind and spirit are our first priority.
- We are committed to quality service through continuous quality improvement, teamwork and collaboration.
- We encourage innovation through an empowered workforce as a way of achieving healthcare services that embrace our philosophy, values and mission.
- We believe in community stewardship and will work in collaborative partnership with others to help assure affordable and accessible services for all people of this region.

Continuous Improvement

知恵と改善
智慧与改善

高い目標を掲げて、知恵を絞り、絶え間なく改善を続ける。この継続的な改善の実践により、品質と効率の向上が達成できると考えます。

We set high targets, and then push ourselves to achieve them through a process of continuous improvement called "kaizen".

树立远大目标, 开动脑筋不断进行改善。我们认为, 通过这样持续不断

Developing People First

ものづくりは人づくり

制造即育人

「人間がモノをつくるのだから、人をつくらねば仕事も始まらない」。この思想に基づき、トヨタでは創業以来、人材育成に取り組んできました。現地現物の改善活動を通じて人材を育成する、これがトヨタの考え方です。

"Since it is people who manufacture things, manufacturing is impossible unless people are developed." Based on this philosophy, Toyota has been working on human resources development ever since its founding. Human resources are developed through continuous improvement on the Genchi Genbutsu (Go-and-see-for-yourself) principle.

Franciscan St. Francis Health



Franciscan's First Kaizen



Quick & Easy KAIZEN	
Before Improvement	After Improvement
Coffee Filters were getting contaminated in 8 Tower kitchen and some had to be thrown away.	Coffee filters remain clean + dry and are not wasted.
The Effect: Improved environment, cost savings with purchasing fewer coffee filters per month.	
Date 4/16/07	Name Debbie Brokamp

Franciscan St. Francis Health

- ~25,000 improvements since 2007
- 40% staff participation each year
- Millions in hard cost savings
- And better patient & staff safety, quality, patient satisfaction, waiting times

Bubbles for Babies

Before

Our little patients under 5 years old are often screaming and won't be still or lay down during Ultrasound procedures. The parents are frustrated and many times cannot find a way to calm the infant down.



After

We now have tiny bottles of "wedding" bubbles and we ask the parents to gently blow them over the top of the child to calm and entertain them.



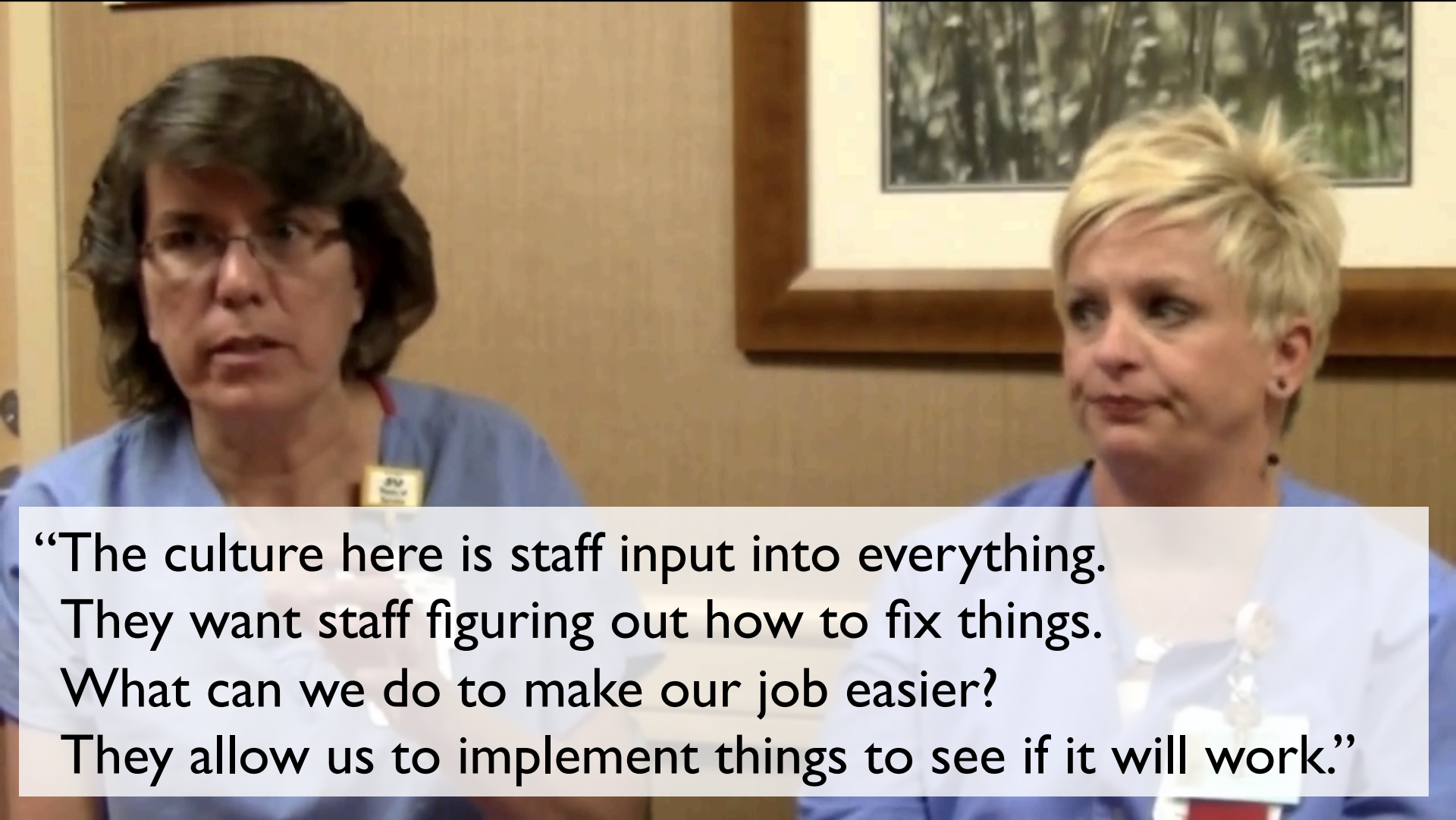
The Effect

Happy babies make for happy parents, which make for happy staff, resulting in Joyful Service, and peace of mind.

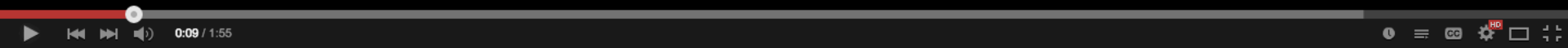
Name	Supervisor	Date	Estimated Cost Savings (Optional)
Hope Woodard	Gina Bonner	5-9-07	Priceless!

Franciscan Endoscopy Nurses

PLAYLIST | 1 / 7 Kaizen: The Culture is Staff Input - Nurses at Franciscan St. Francis Health, Endoscopy



“The culture here is staff input into everything. They want staff figuring out how to fix things. What can we do to make our job easier? They allow us to implement things to see if it will work.”



Title: Offering [Health System] Specialty Pharmacy

Before

After

Patients are going to outside specialty pharmacies

Introducing and offering services of [Health System] Specialty Pharmacy to patients on DOT 6 Medical Specialties that have been or will be prescribed a specialty medication. Endocrinology will be first clinic to pilot this.

Effect

Goal: To switch 268 of the identified 488 endocrinology patients to [Health System] Specialty Pharmacy within a year. 167 patients have been switched within 3 months of project implementation – resulted in 409 prescriptions and \$638,225 in revenue for April-Jun.

Recurring Revenue of \$221,664 per Month; patient satisfaction; quality improvement (pediatric-trained pharmacist review now)

Name

ID #

Dept #

Supervisor

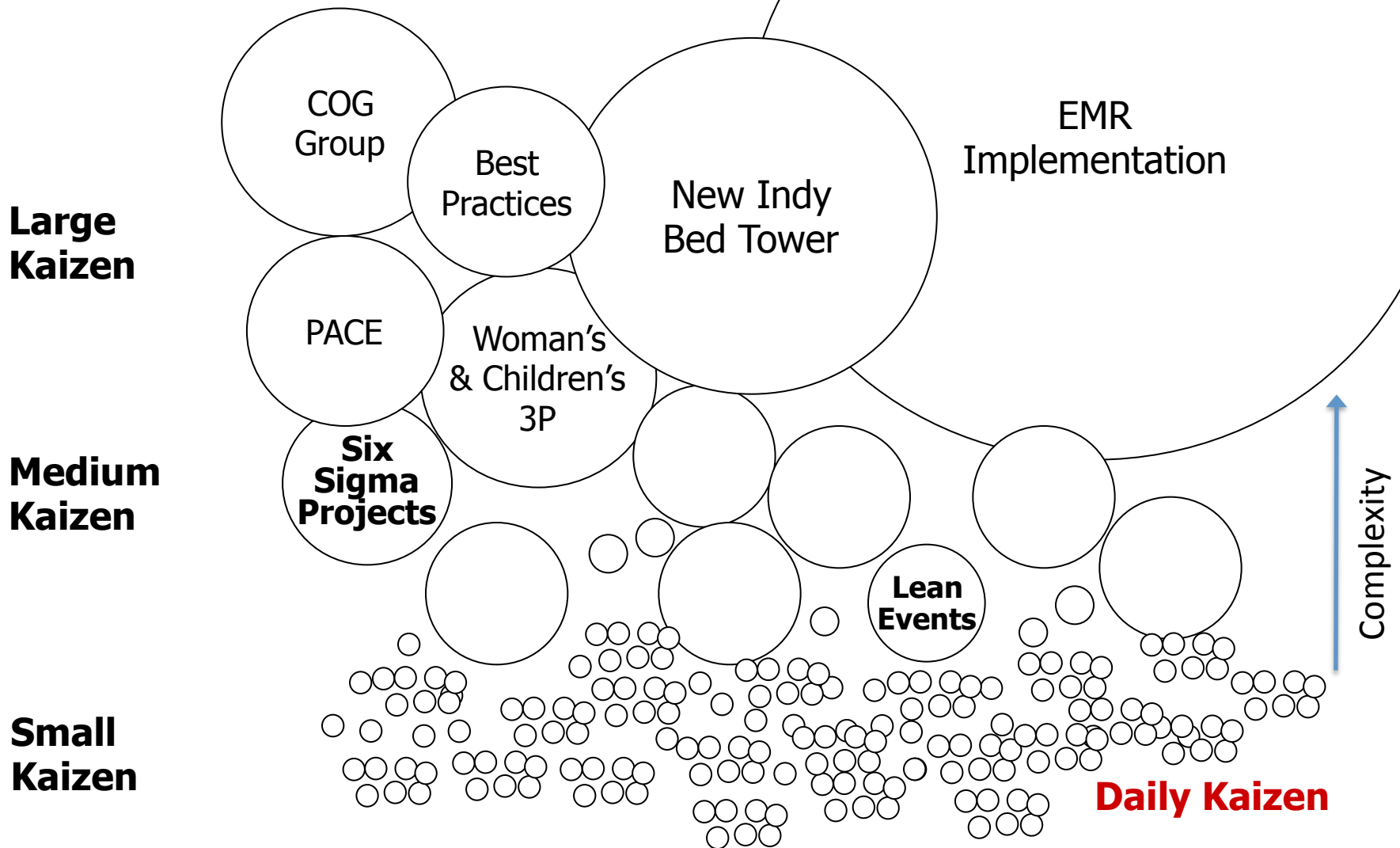
Date

Lori K.

Sue K.

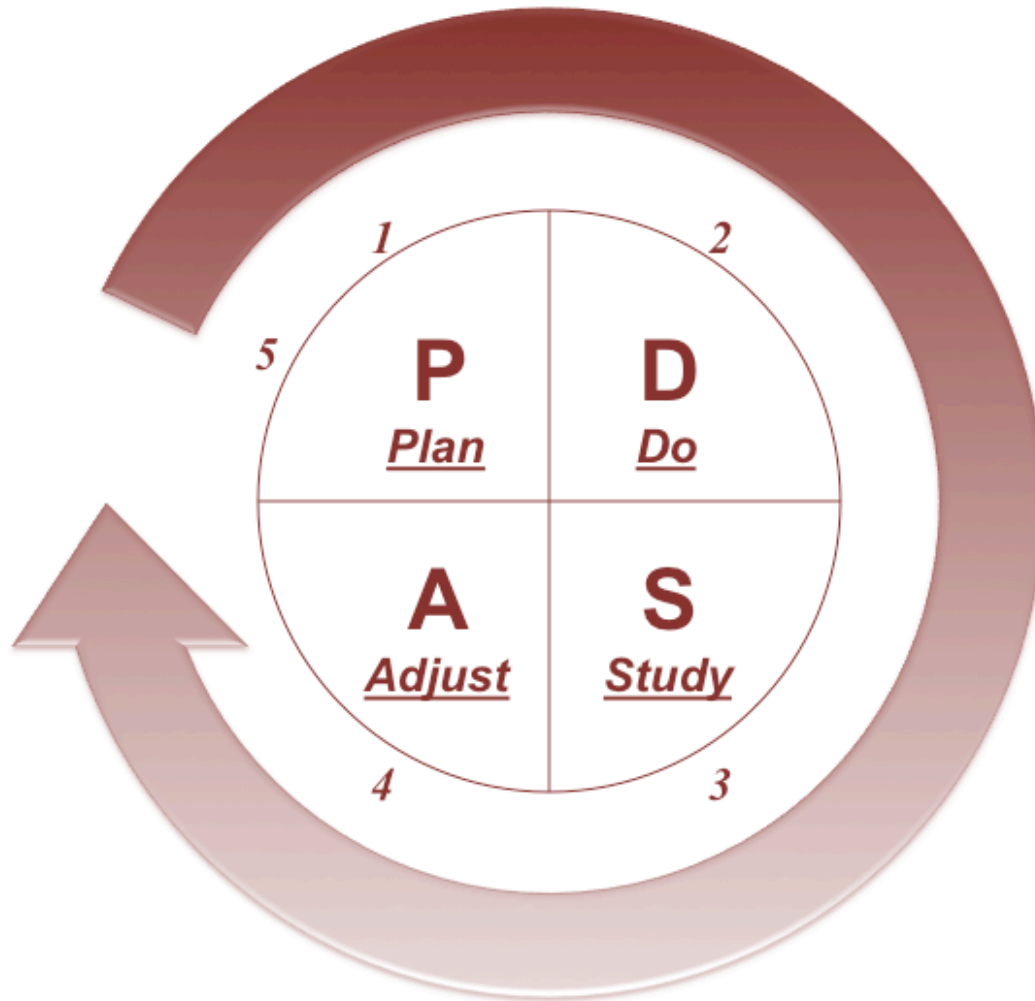
7/11/13

3 Levels of Kaizen



Bubble size is meant to roughly represent relative size of effort

PDCA / PDSA



- Plan
- Do
- Study
- Adjust

Kaizen & Innovation



People Hate Change?

“People don’t resist change, they resist being changed.”

– Peter Scholtes
(1938-2009)



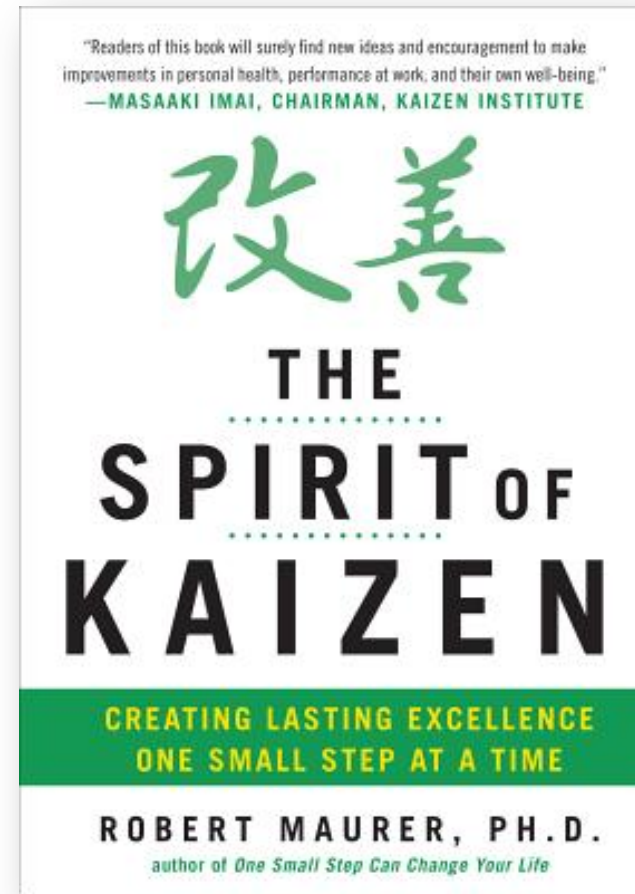
Beyond Suggestion Boxes!



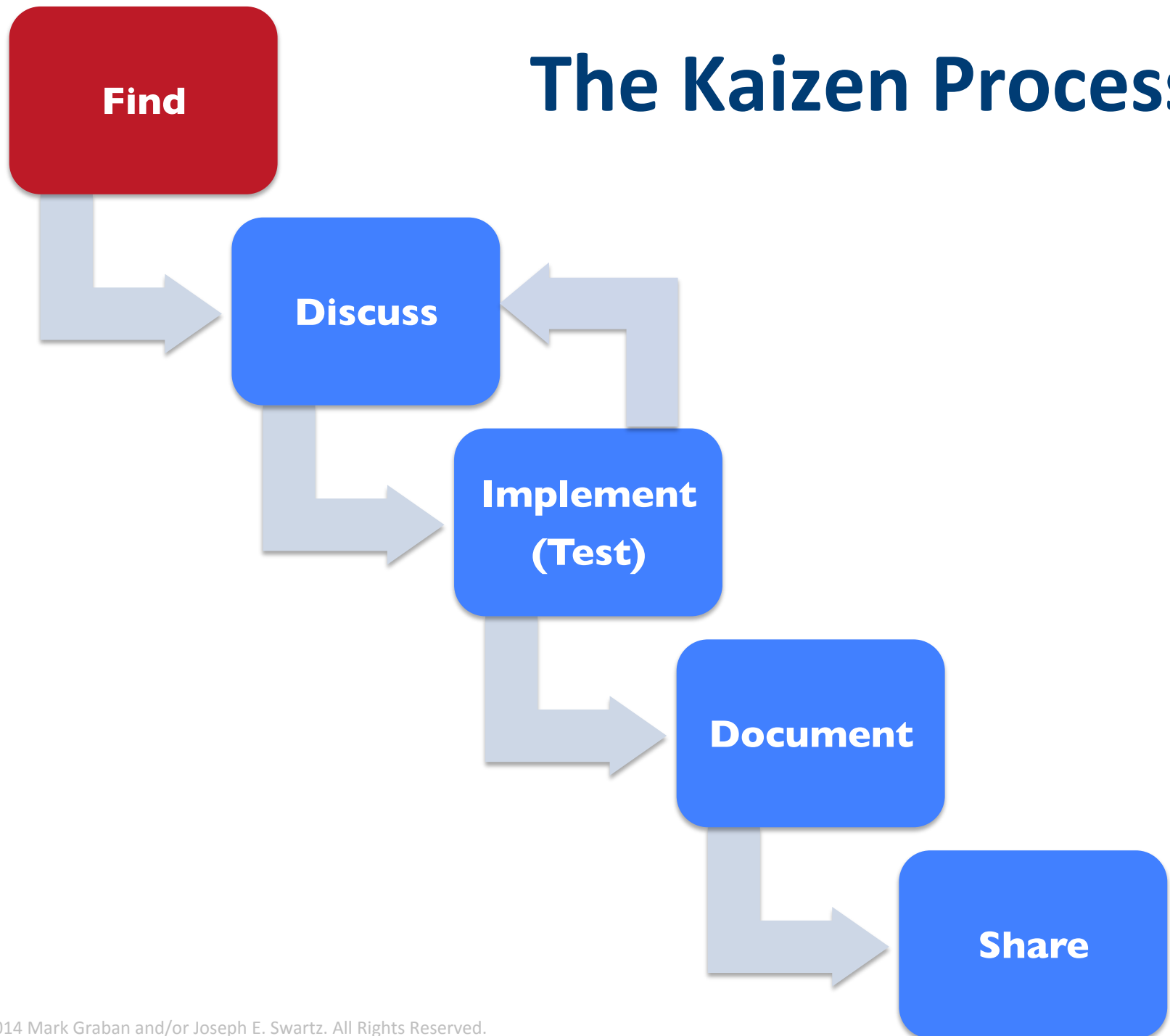
Kaizen and the Human Mind



Robert Maurer, PhD



The Kaizen Process



Kaizen Card / Idea Card

Problem _____

Idea _____

Date Originated _____ **By:** _____

Expected Benefits _____

Input Needed From _____

Implementation Steps _____

Results Verified? YES / NO

New Method Standardized? YES / NO

Completed Date _____

Nursing Unit Cards

Problem Patients ~~making~~ for gingerale
~~that~~ when nauseous - not stocked
on 1W, have to travel to 2 or 3W.

Idea Stock gingerale on 1W
also.

Date Originated 9/25 **By:** Brandi J.

Expected Benefits less running for supplies
+ ↑ patient satisfaction

Input Needed From Lynda / Dietary
Manager

www.HCKaizen.com

Nursing Unit Cards

Problem 2 aerosol foam canisters
were empty (1031 & 1032) -

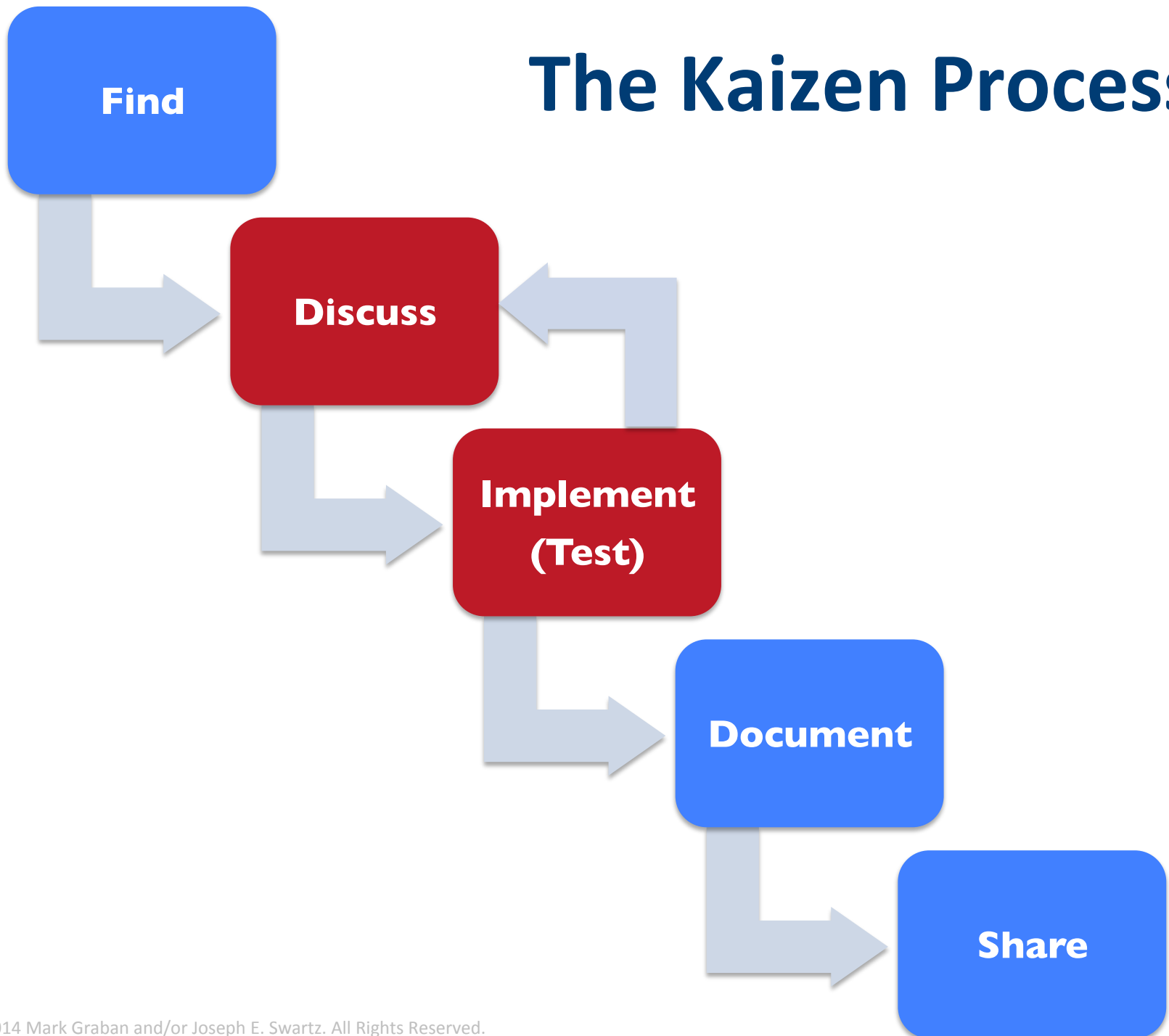
Idea improve the process for
quickly replacing an empty

Date Originated 9/26 **By:** _____

Expected Benefits Infection control,
staff time not walking to another

Problem Par level of foam
not enough for restocking

The Kaizen Process

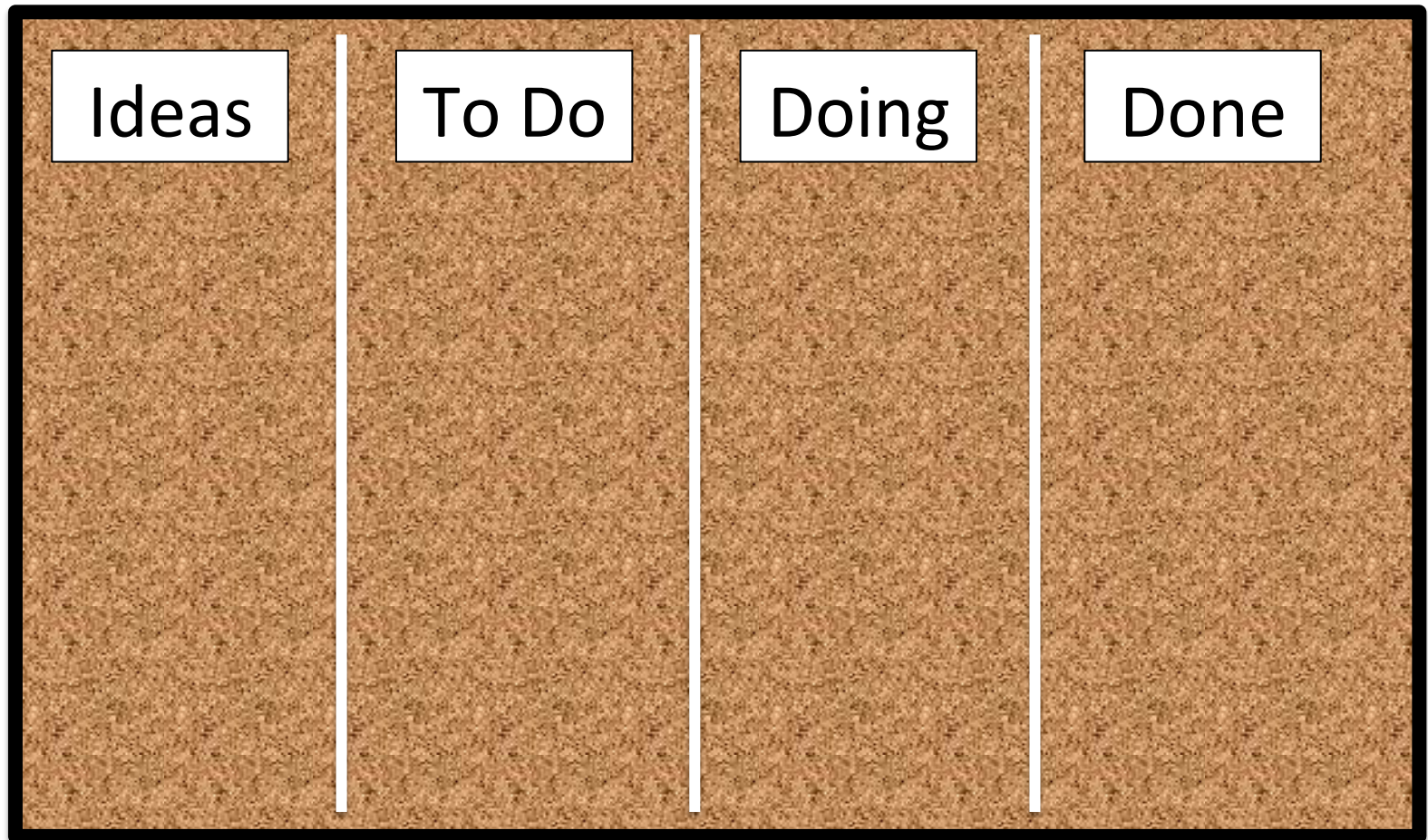


Discussing Kaizen

- Discuss at team huddles
- Discuss 1x1 with your supervisor
- Discuss with team members
- Submit ideas to a board or software



Visual Kaizen Board / Idea Board



Visual Kaizen Board

The Visual Kaizen Board is organized into four columns, each representing a stage of the improvement process:

- 1 IDEA:** This column contains several blue sticky notes with handwritten ideas. A 'Suggestion/Idea Process Map' flowchart is attached to the bottom left of this column. The flowchart includes steps such as 'Generate an idea', 'Idea Review', 'Data Analysis', 'Implementation', and 'Complete'.
- 2 TO DO:** This column contains sticky notes detailing tasks to be completed. Each note includes a description of the task, the responsible person, and the due date.
- 3 DOING:** This column contains sticky notes for tasks currently in progress. The notes provide updates on the status of the tasks.
- 4 COMPLETE:** This column contains sticky notes for tasks that have been successfully completed.

A large green arrow is positioned at the bottom right of the board, pointing from the 'TO DO' column towards the 'COMPLETE' column, indicating the direction of the improvement process.

“From Judge to Coach”



Our Job as Leaders:

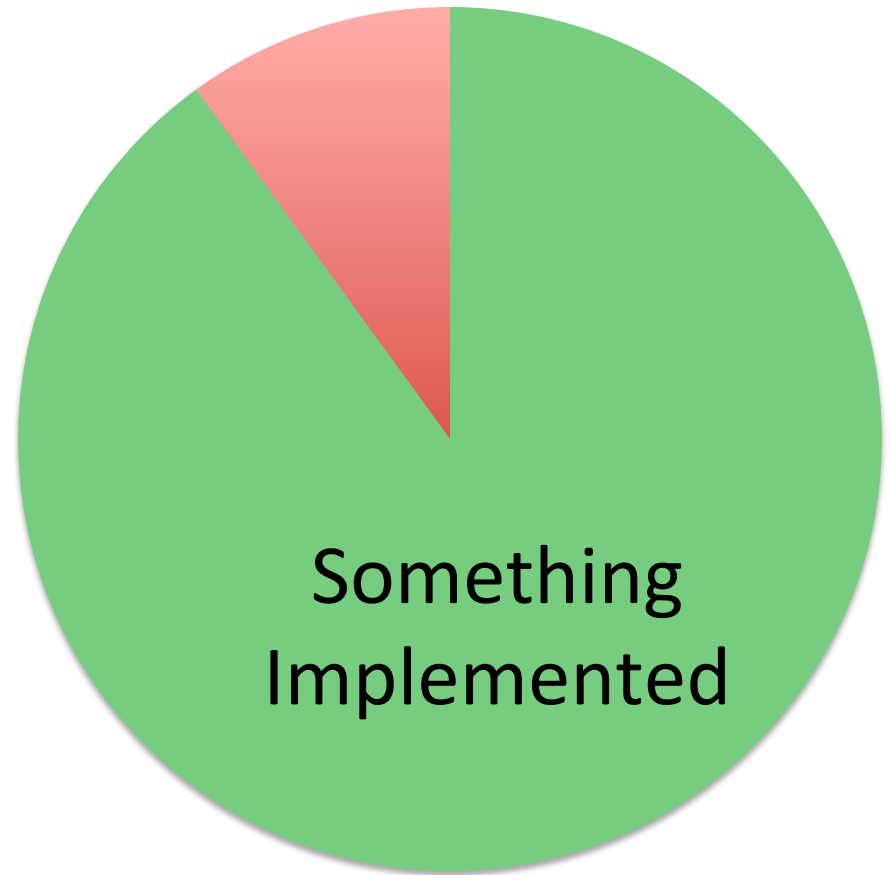
- Our job is not to judge others
- Our job is to help them

- Ask questions
- Support the team
- Find something to implement!

Toyota Benchmark

Nothing Implemented

90%



Responding to “Bad Ideas”

“Treat each
idea as a
gift”

- Norman Bodek



Find Something to Implement

Problem Blanket warmers on the unit are
often empty. We don't have warm blankets
for patients and/or run around too much

Idea Get a second blanket
warmer for the unit

Date Originated 10/30/11 **By:** Jackie

Expected Benefits Happier, warmer
patients; happier staff

Input Needed From _____

Problem We're staying late to
get QI reports done

Idea Add more QI
department staff

Date Originated 2/11 **By:** I. Moore

Expected Benefits Employee sat
reduced turnover

Input Needed From _____

Problem E.D. patients & families
have phone batteries die
while waiting

Idea Buy common chargers
& have available to be
borrowed

Date Originated 3/14 **By:** Steve J.

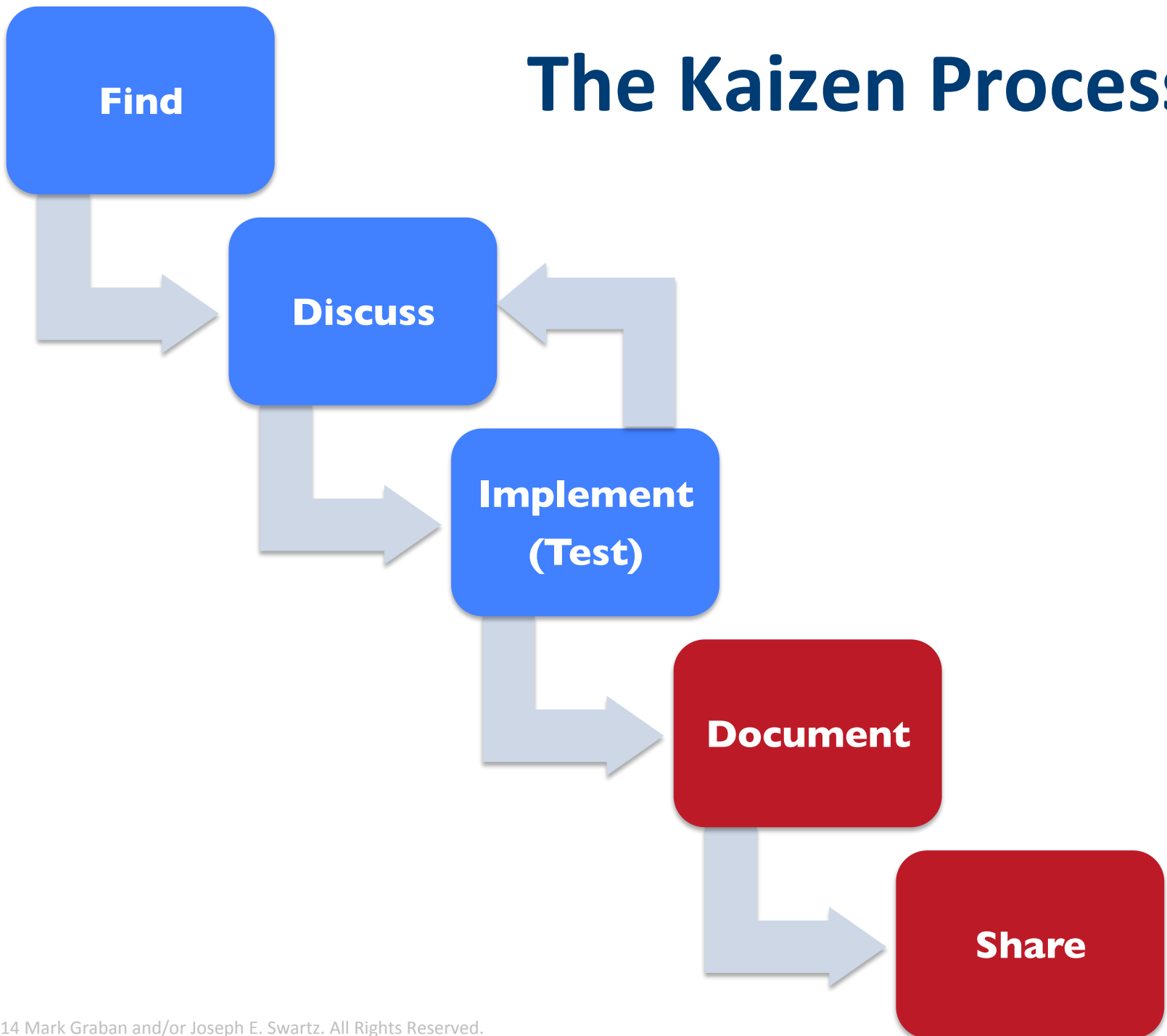
Expected Benefits Patient sat.
Better service

Input Needed From _____

Exercise

- Write an Idea Card for something related to your own job
- Present it to your neighbor, as your manager
- Role play a brief discussion about the card

The Kaizen Process



Completed Kaizen Card

Problem: Nurse having to carry PPE bag & Ebola Screening equipment and a separate bag & protective gowns

Date Originated: 10/20/14 BY: Darlene Moore



~~to~~ Nurse stat

Idea:

Put protective gowns inside bag & other PPE supplies

Implementation:

1. Replaced yellow isolation gowns in PPE bag with blue protective gowns,

Expected Benefits:

Staff safety

Completion Date: 10/20/14

Ebola PPE Supplies

Before

Nurses would have had to carry PPE equipment for Ebola screening in one bag and a separate bag with protective gowns.



After

Everything combined into one bag.



Effect

By eliminating one bag, less likely for a nurse to forget something and have to come back. Reduces risk of exposure. Reduces delays in vital patient care.

Name(s)

Darlene

Department

Nursing

Date

10/20/14

Kaizen "Wall of Fame"



How to Get Started

- Choose a pilot department / area
- Leaders do a Kaizen first
- Set expectations for staff and leaders
 - How this is not a suggestion box system
- Set up your Kaizen mechanics
- Build Kaizen leadership capabilities over time

- Don't worry about making Kaizen “mistakes”
 - You'll never be fully ready to start or do this perfectly

Q&A / Contact Info

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