

OPERATIONAL EXCELLENCE TO SUPPORT INNOVATION AND TRANSFORMATION

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FINANCIAL PRESSURES



CHALLENGING DEMOGRAPHICS

Millennials 20s-30s	Gen X 40s-50s	Baby Boomers 60s-90s
Low Acuity Maternity Care Pediatrics	Imaging Surgeries	Chronic Disease Palliative Care Cancer Care
79.4M	65.7M	75.5M

HEALTHCARE POLICY



CLINICIAN BURNOUT



CHANGING TECHNOLOGY



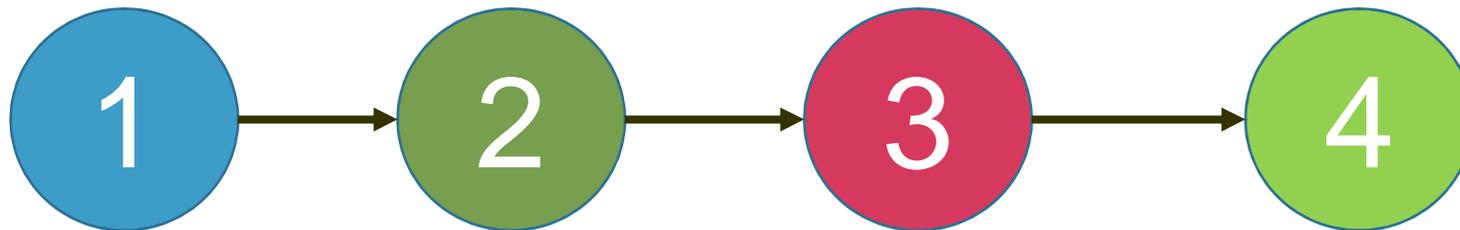
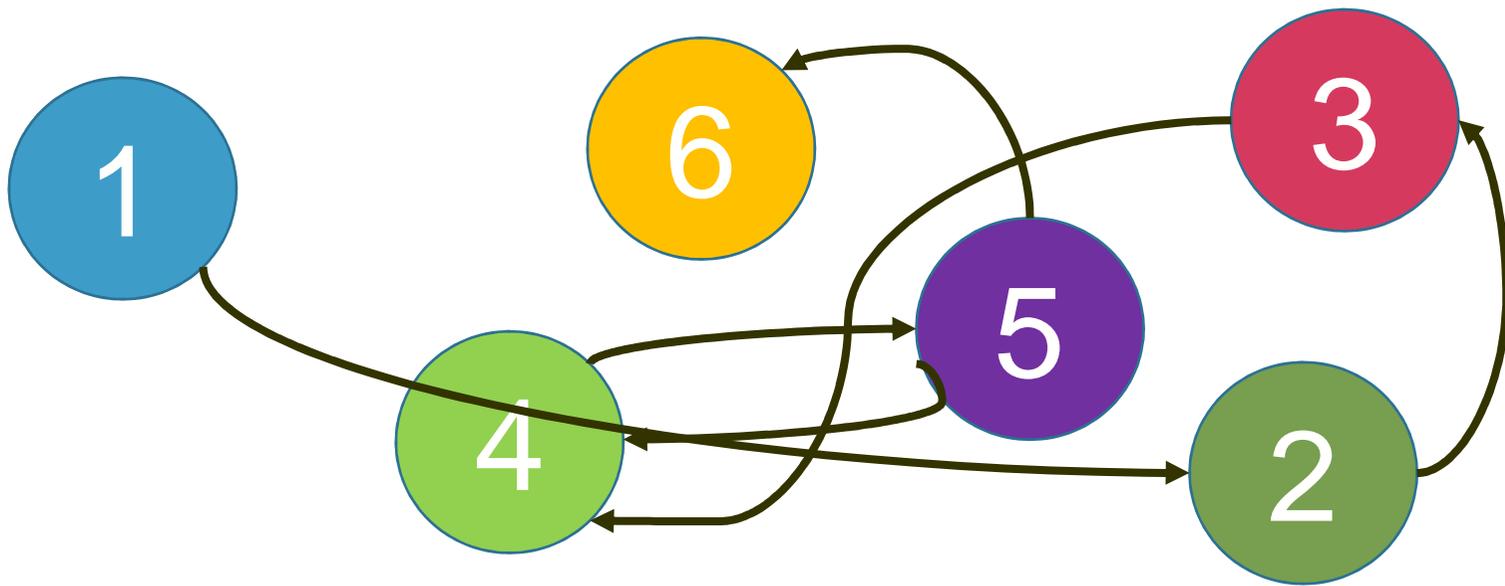
REDUCE **IT AS COST**

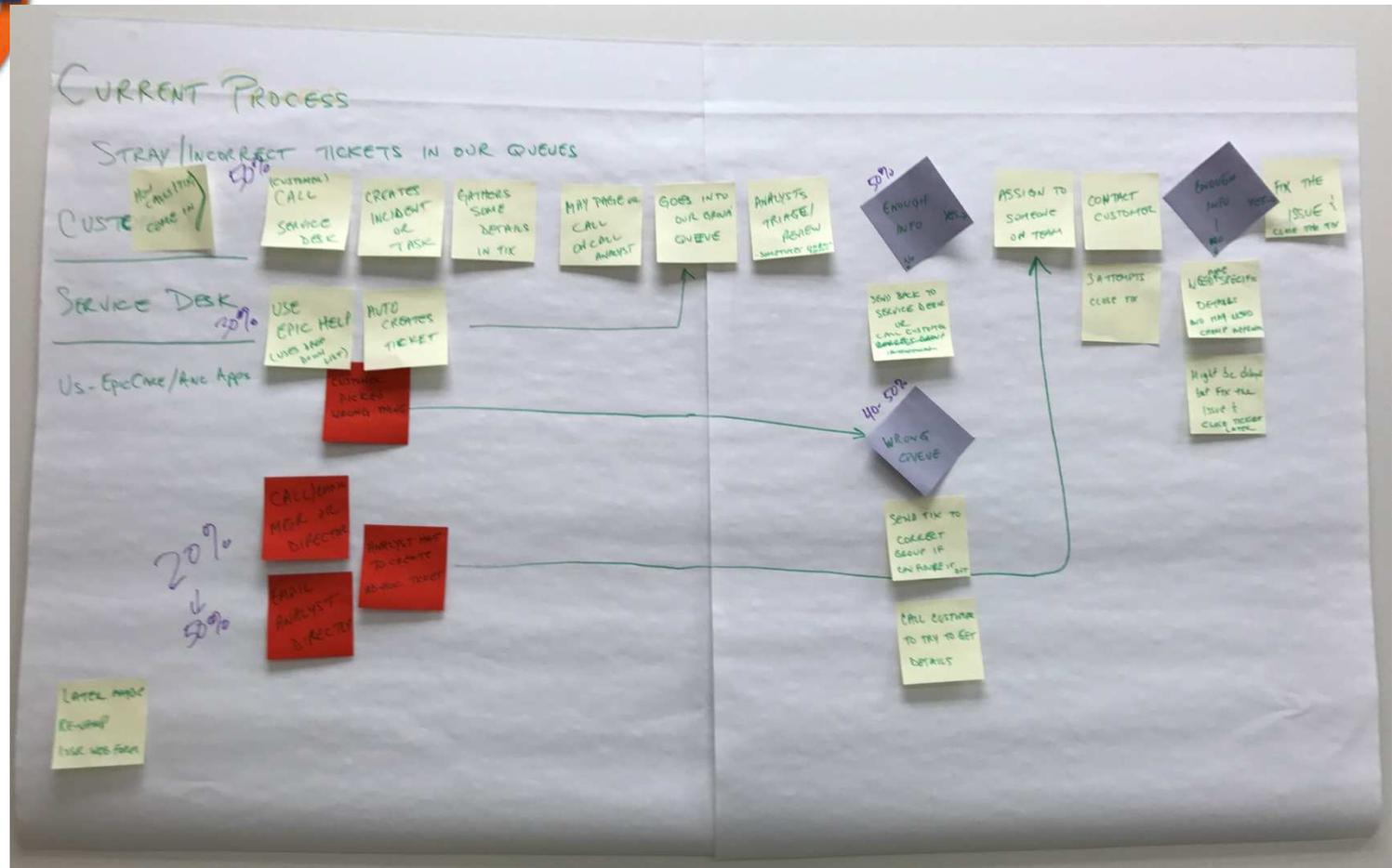
INCREASE IT AS VALUE

LEAN

LEAN is a *time-tested* set of tools, and an *organizational desire* to improve its operations by *engaging employees* to reduce waste and defects within *processes* to increase productivity, reliability, staff morale, and customer service.

Association of Minnesota Counties





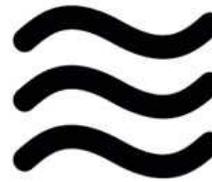
Eight Forms of Waste in Healthcare



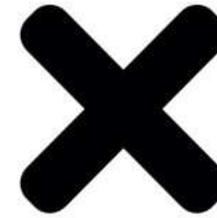
Underutilization



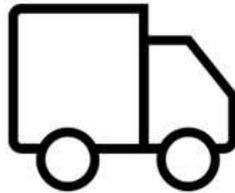
Inventory



Motion



Defects



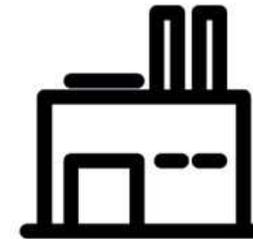
Transportation



Waiting



Extra Processing



Overproduction

A3 Healthcare

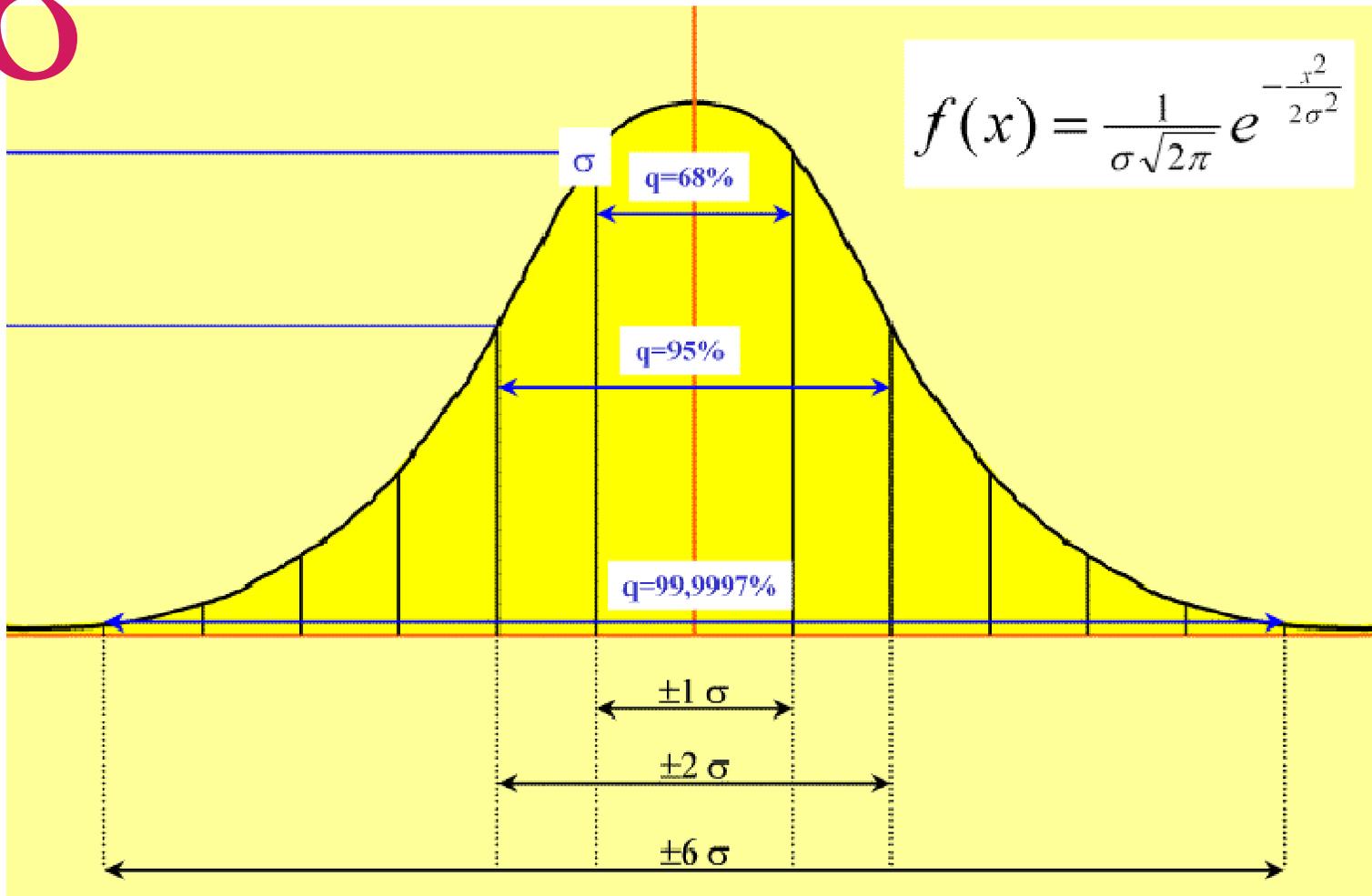
VALUE TO THE CUSTOMER

- Speed
- Accuracy
- Convenience

SIX SIGMA

SIX SIGMA is a data-driven approach and methodology to improve the quality of the output of a process by identifying and removing the causes of defects and minimizing variability in processes.

6σ



DMAIC



LEAN SIX SIGMA TOOLKIT

- Process and Value Stream Mapping
- 5 Whys
- Voice of the Customer
- Fishbone Diagram
- Control Charts
- 5S (sort, straighten, scrub, standardize, sustain)



Kaizen Event # 1

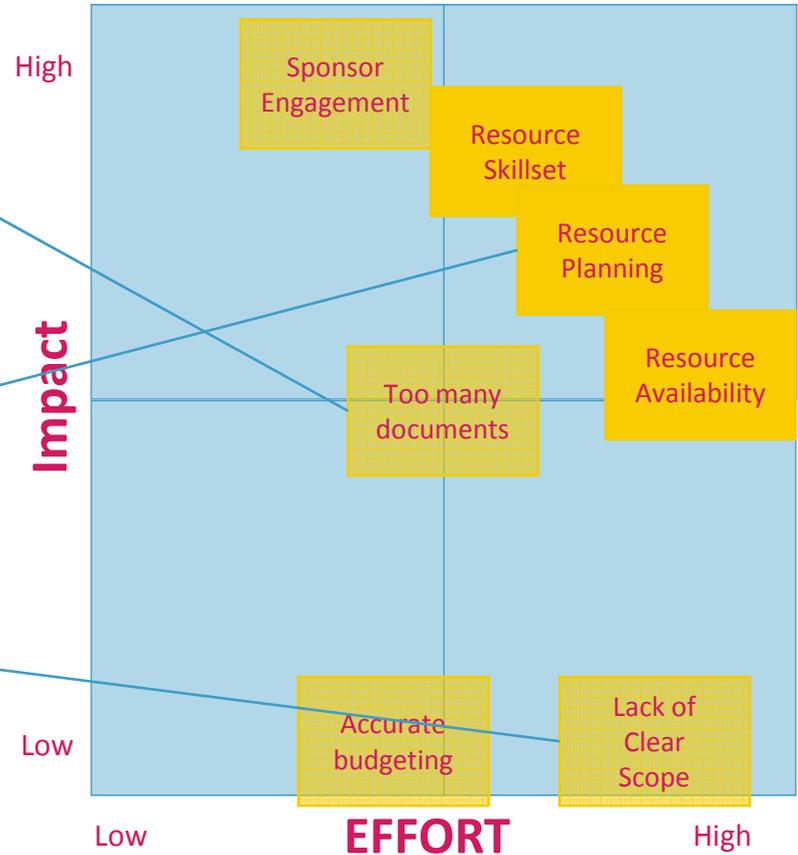
Kaizen Event # 2



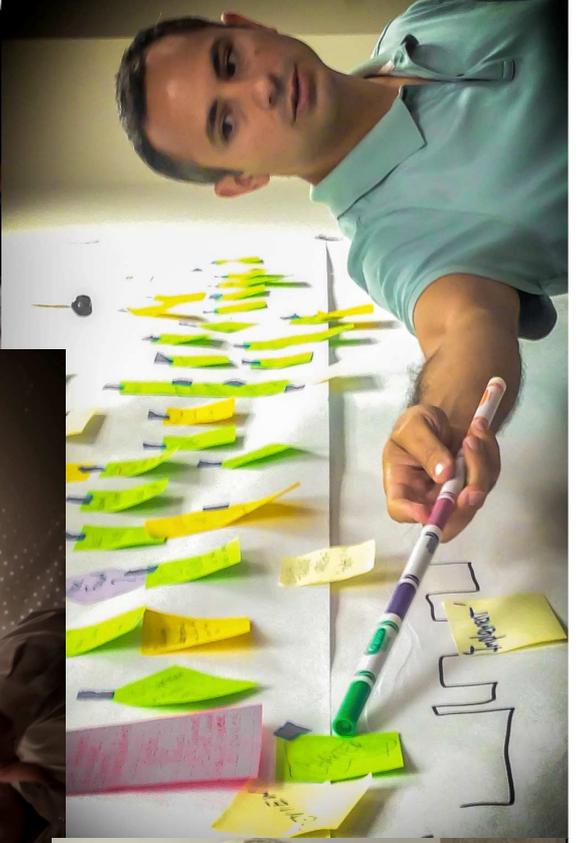
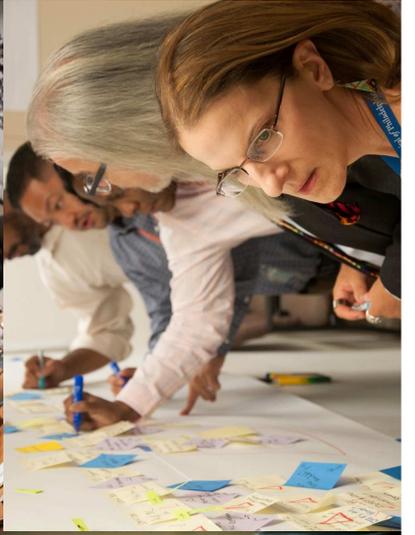
Kaizen Event # 3



Kaizen Event # 4



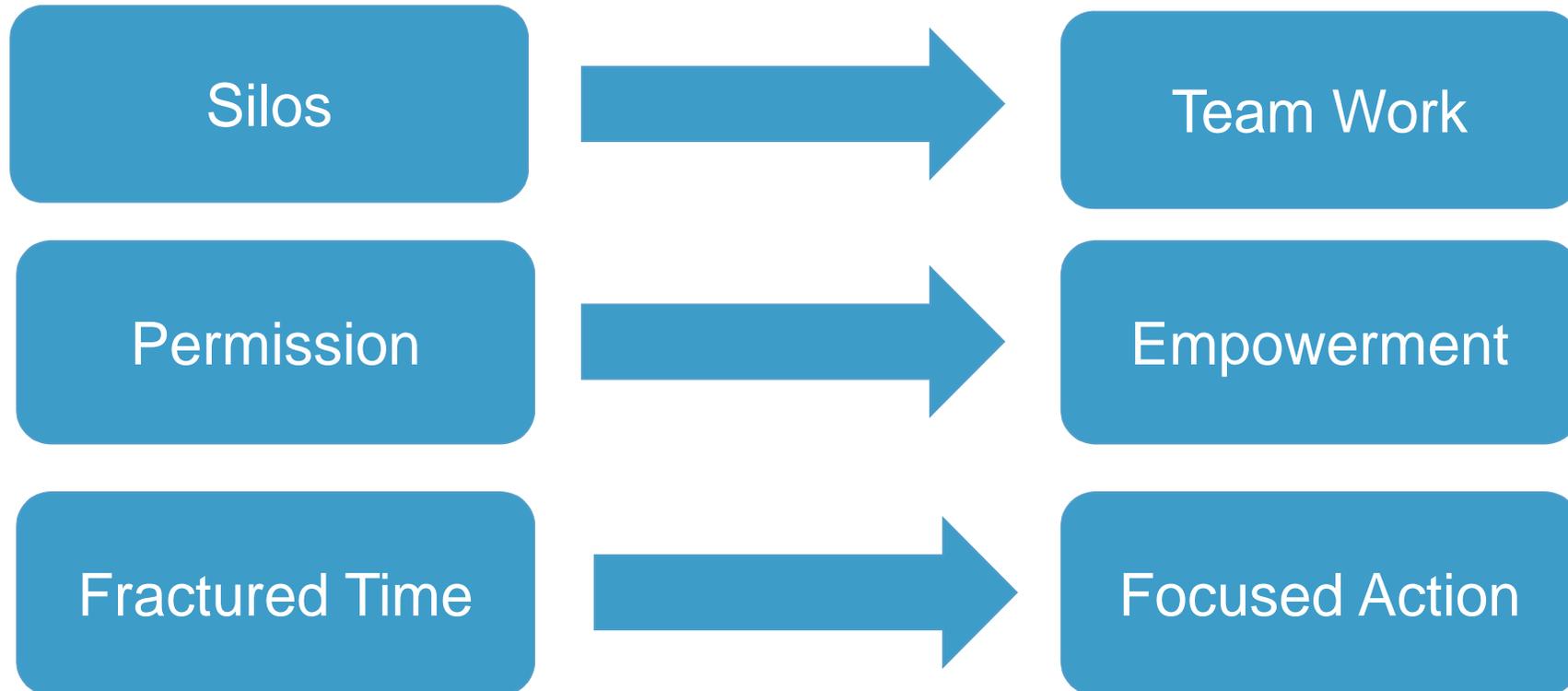
PMO
CSC



PMO RESULTS

Goal	Actual
Reduce Project Past Due 10%	17%
Increase Schedule Accuracy 15%	11%
Reduce Project Lifecycle 10%	20% (11 weeks)
Reduce Initiation & Planning 25%	Reduced days 29% and work 18%
Improve Timeline from 56 to 50 weeks	Reduced to 45 weeks

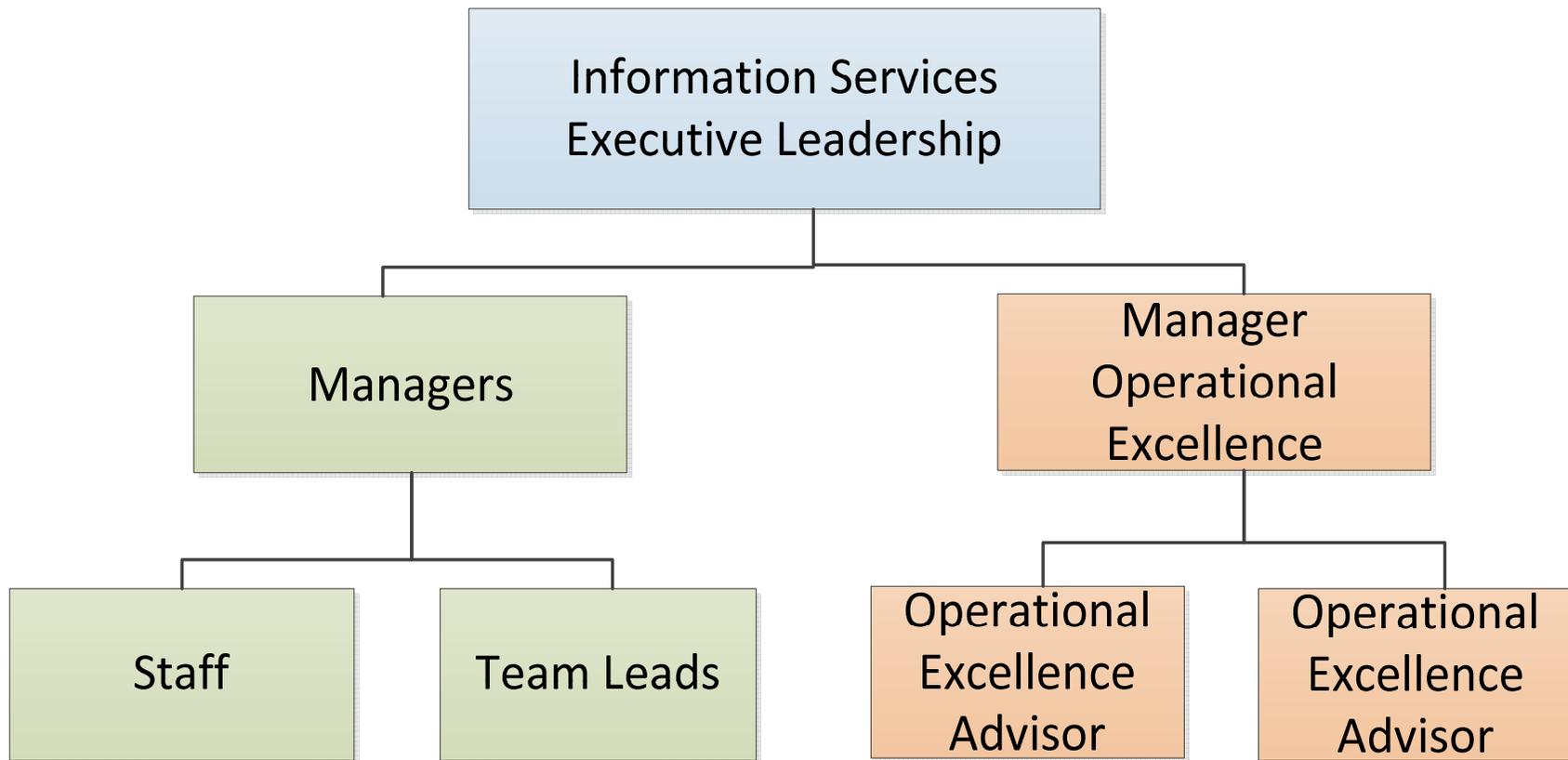
OTHER OUTCOMES



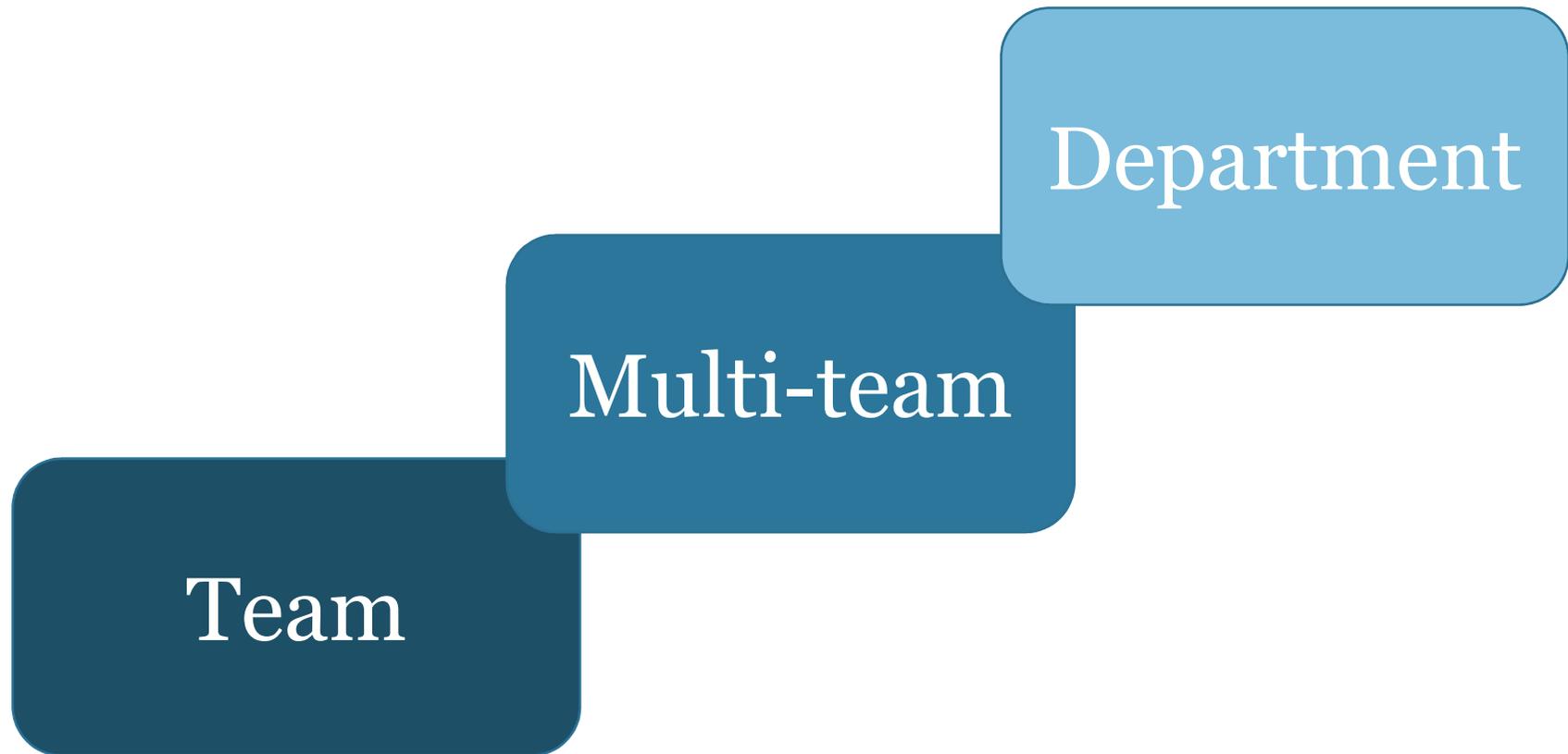
OPERATIONAL EXCELLENCE



ORGANIZATION STRUCTURE



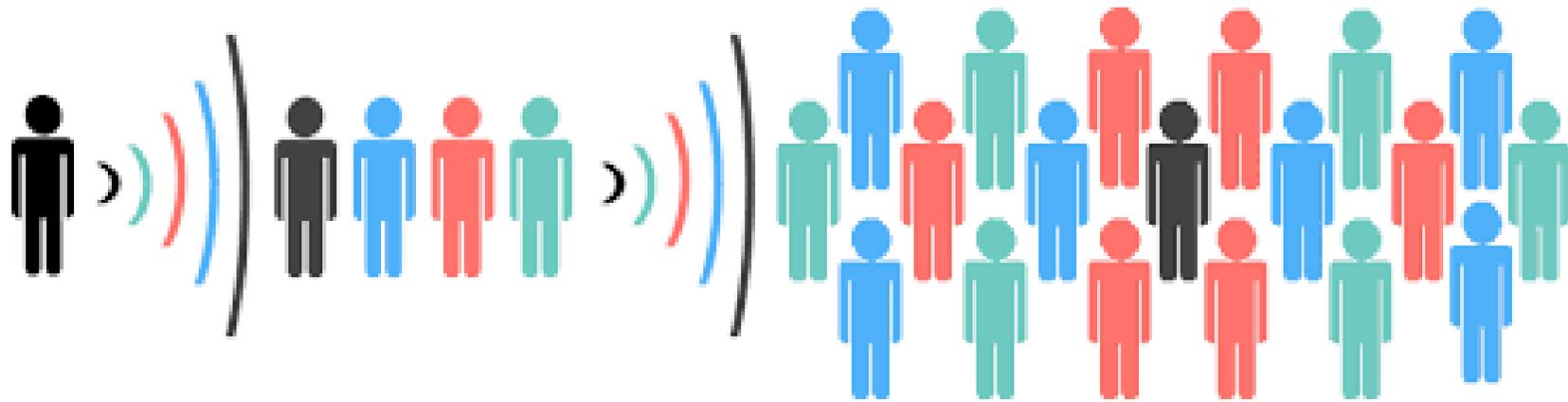
OPPORTUNITY TIERS



TEAM TRAINING

- All staff receive training in basic Lean methods and the CHOP Improvement Framework
- Accompanying workshop allows trainees to practice what they learned





GEMBA

BACoE Operational Excellence Gemba Board				
OPPORTUNITY	ACTION	PROGRESS	FOLLOW-UP	METRICS
Early Engagement	<ul style="list-style-type: none"> • RIE (Rapid Improvement Event) • Communication Structure • Define Skillset(s) • Now Project Template 	<ul style="list-style-type: none"> • Identifying Roles • 35% complete 	<ul style="list-style-type: none"> • Define Target Audience • Educate • Communicate (meetings) 	—
EPIC → ALM Upload Process	<ul style="list-style-type: none"> • Create Analytical Tool/Reports • Access DB • participation RACI-for BA - C • SRD (short version) • Plan migration - @CHOP 	<ul style="list-style-type: none"> • Implemented RACI Completed 	<ul style="list-style-type: none"> • S/W (Update) • Communicate 	Decrease Hrs. <12 Hrs to 2 Hrs Processing
<u>Assessment Process</u>				
TO DO				
Documentation - Streamline Process				
	BLOCKING	ON HOLD	CELEBRATE/COMPLETE	
	<ul style="list-style-type: none"> • ISSUes • Assessment Initiative 		<ul style="list-style-type: none"> • Continued Success on EPIC Process 	

12/4/2017

STORY: INTERFACE TEAM

- Problem: 80% of tickets misrouted
- Solution: Provide better description of team role in Service Now.
- Result: No misrouted tickets over first 3 months post implementation

Opportunity Owner	Metrics	Action	Progress	Follow-Up
Misrouted Tickets (Environment Managers)	83% of tickets rerouted over 3 years Target = 0%	- Rename CI - Update CI description - Create metric report	- BCM ticket submitted for name/description changes - Tip sheet delivered to Help Desk - Report Created	- Ticket Status
Epic Upgrade Enhancement Notes (Epic Bridges-Plus) Improve Assessments Gathering (Started 1/2/13)	Adoption Rate Target = 80%	- Review Notes earlier during Upgrade Project - Meet w/ Directors & Managers	- Plan defined - Director/Manager approval was obtained	- Monitor adoption rate within the Bridges/Environment/Fundations/Partnership Teams
To Do 1. DSR Call 2. Document Sharing Started (In Doc/Project/Shared)		On Hold	Completed	

SUSTAIN: TEAM LEADS



SUSTAIN: ADVISOR SUPPORT



SUSTAIN: CELEBRATION



METRICS

Fiscal Year 2018 Goal

Increase Time Spent on Projects
1% (2,300 hours)

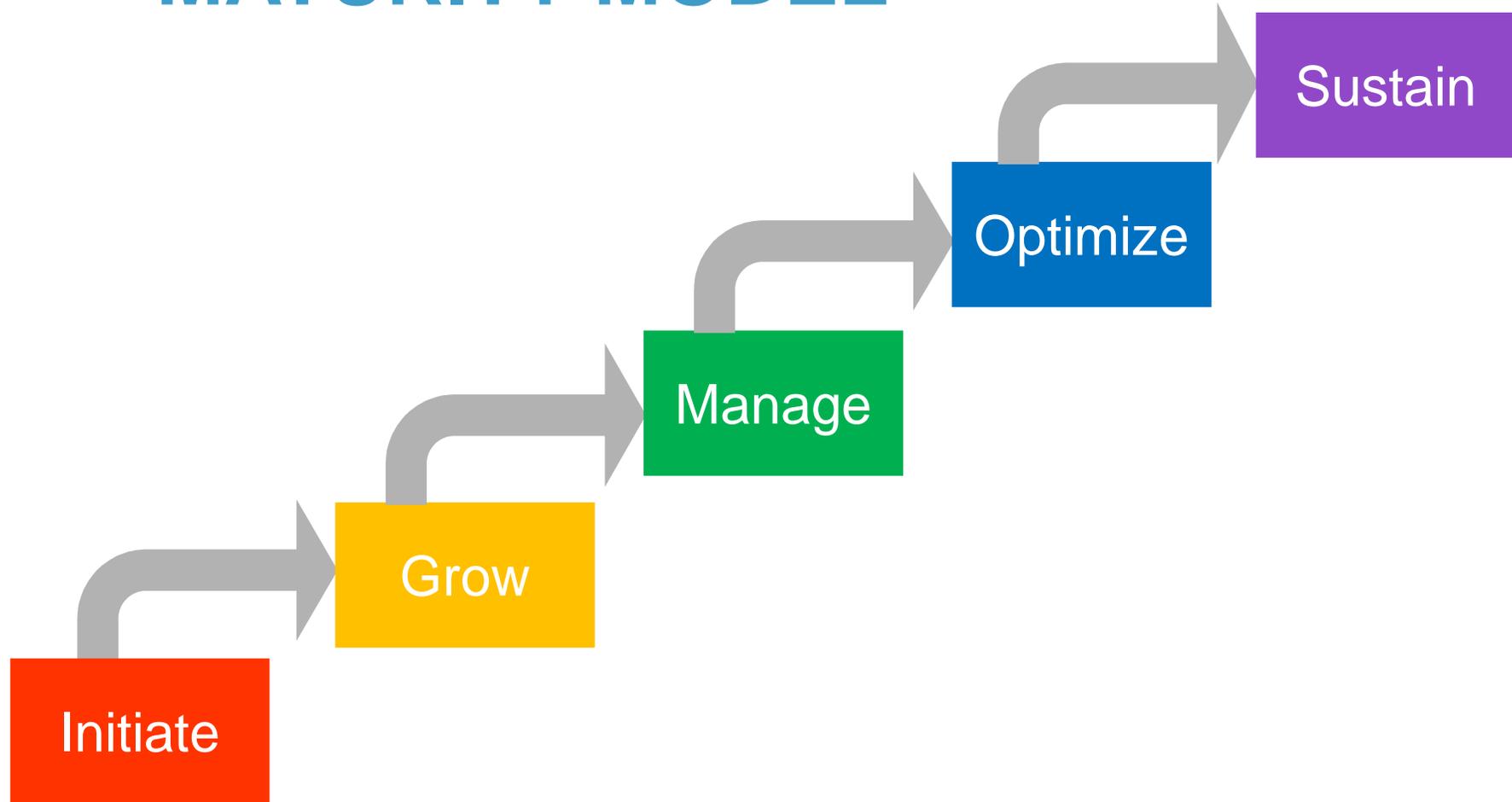
CLEAR VISION

- Empowered employees
- Cross-team collaboration
- Striving for perfection
- High value for customers
- Supporting goals of organization
- Embedded in culture

COMMITMENT

- Not a fad
- Leadership support
- Dedicate resources
- Set aside time for improvement
- Long-term view

MATURITY MODEL



WRAP UP

- Leadership support essential
- Change is slow; improvements need time to bake in
- Build your program a step at a time
- Focus on sustain – reward and communication

REFERENCES

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