



# **Lean Overview... What You Need to Know About Lean**

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# Objectives

- Lean concepts
- Elements of a lean foundation
- Lean process steps
- Common techniques and tools and other continuous improvement efforts

# Lean Concepts

# Lean Definition

- A systematic approach of analyzing the flow of information, process, and materials in order to eliminate waste while striving for continuous improvement to achieve enhanced value to the customer
- AKA: The elimination of wasteful processes and waste within processes

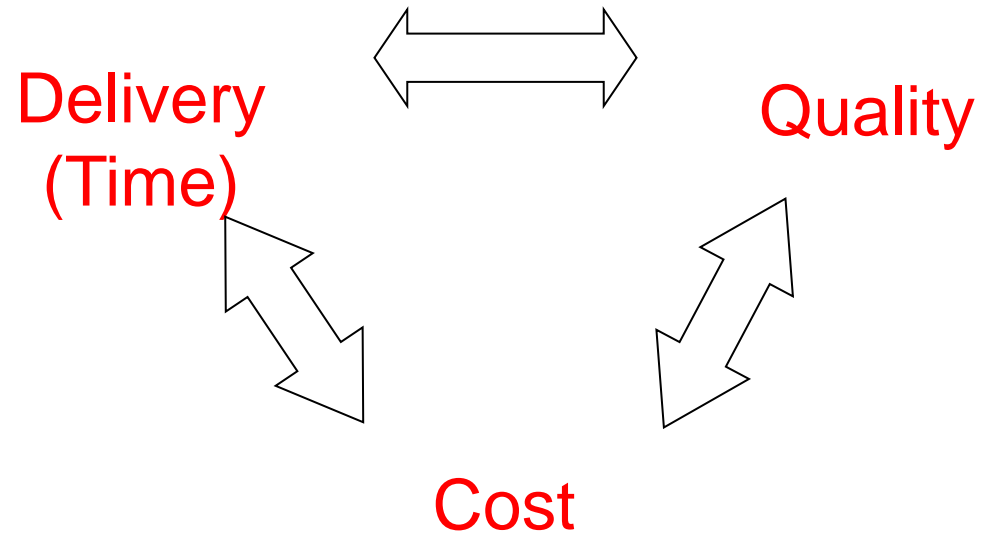
# What Lean is not...

- A method to reduce the organization's headcount
- For companies where control of employees is #1 for leadership
- A one-shot quick fix for problems

# Lean Environment

- From the employee perspective....
- Everyone receives Lean training
- People are given authority to make changes
- No embarrassment or retribution for admitting problems
- Encourage creativity
- Reward innovativeness
- Make it fun!

# Services and Management



# Continuous Improvement Efforts

- Plan, Do, Study/Check, Act (PDSA)
- Lean
- Six Sigma
- Baldrige
- ISO
- Joint Commission / Magnet
- Patient Centered Medical Home
- Others....



# PDSA and Lean

- Cycle

- Plan

- Do

- Study

- Act

- Deming philosophy

- Toyota - Cycle

- Value and Waste

- Mapping

- Flow

- Tools – Standard Work

- Easy to use

# Elements of a Lean Foundation

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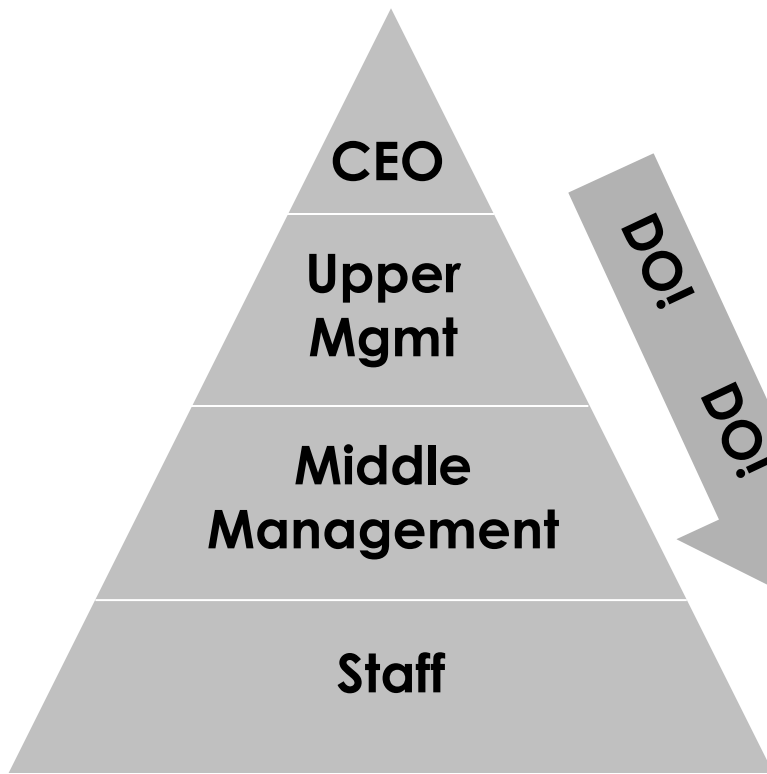
- Leadership Involvement
- Culture change
- Teamwork

# Leadership Involvement

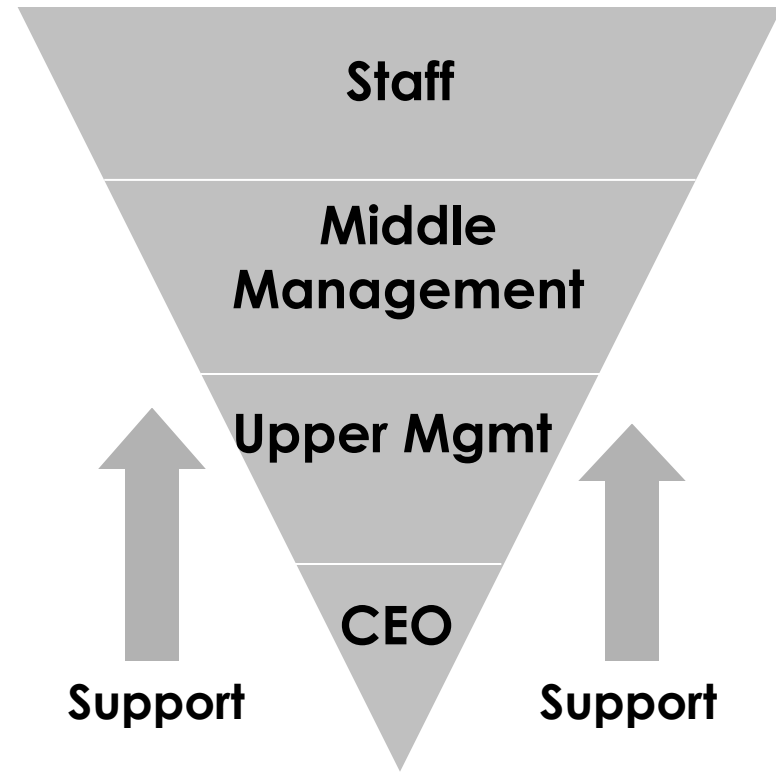
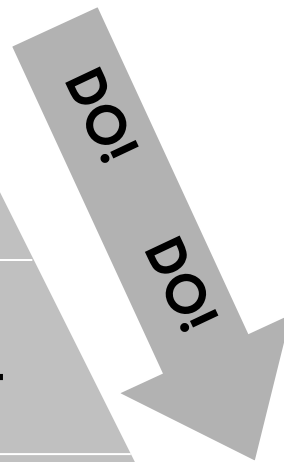
- Where the “work” is being done
  - Observe directly how things are done
  - Solicit barriers from staff
  - Obtain improvement ideas from staff
  - Functional barriers will dissolve

- Responsibilities
  - Coach vs Authority
  - Power to the people vs Manager Decision-making
  - Mindset of big picture vs Functional focus
  - Continuous improvement vs reactive nature and fighting fires

# Human Centered Behavior



Traditional



Lean

# Culture Comparison

## Lean

- Produce only what and when needed
- Overproduction is bad
- Never be satisfied
- If it ain't broke, improve it.
- Never pass on a defect
- Work on root causes
- Supervisors are responsible for enabling workers

## Non-Lean

- Production based upon anticipated need
- Eliminate bottlenecks by increasing inventory
- More and faster is better
- If it ain't broke, don't fix it
- Don't stop production
- “Fire fight” problems
- Front line staff are responsible for output

# Teamwork!

## Leadership Behaviors and Roles

- Communication
- Teach and engage workgroups – hold employees accountable
- Respect people – Confidence in them
- Focus on process
- Empower teams - Support and recognize staff
- Lead by example
- Deploy policy and examples
- Commit to standards and resources
- Provide long-term vision and principles
- Understand / Support Lean and the change process

# Lean Process Steps



# Lean Process- How do we do this?

- Customer defines value
- MAP the value stream (process)
- Flow the process
- Waste elimination
- Standard work operations and baseline measures (indicators)
- Continuously improve

# Value Added

- Value Added
  - Any activity that increases the market for or function of the service (the products the customer is willing to pay for)
- Non-Value Added
  - Any activity that does not add form or function or is not necessary
- Necessary Non-Value Added

# Types of Waste

- Storage (excess inventory, decisions in process)
- Transportation (moving)
- Overproduction (forms)
- Unnecessary processing (“re-”, Non-value added)
- Waiting
- Excess movements (handoffs)
- Defects (errors & rejects, loop-backs)

# Techniques and Tools

# Some Common Lean Tools

- Time observation - metrics
- Simple Process Map
- Complex Process Map – swim lanes
- Value Stream Map
- Spaghetti/Layout Diagram
- 5S
- RPIW/mini-RPIW (Kaizen)
- A3 Documentation
- Standard Work

# Tool Time for Lean

Choosing  
and  
Implementing  
Quality  
Improvement  
Lean Tools



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## RESOURCES

# Benefits of a Lean Environment

- Increased customer service levels
  - Lean, agile, and connected to the actual patient demands
- Improved customer retention
  - Improving continuously to enhance all stakeholders' values
- Reduced service lead time
  - Responsive to the patient needs for new products and services
- Improved productivity
  - Employees value and are connected to their work
- Growth in earnings
  - Transforming culture to sustain improvement and profitable growth
- “Flow” vs Function
- Climate of healthy dissatisfaction...



**Questions?**

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