

# Kaizen: A Lean Engaging Framework

**Miss Anastasia Sayegh**

Certified Lean Coach

Process Excellence Systems, Canton Ohio

Middle East Office

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# Agenda

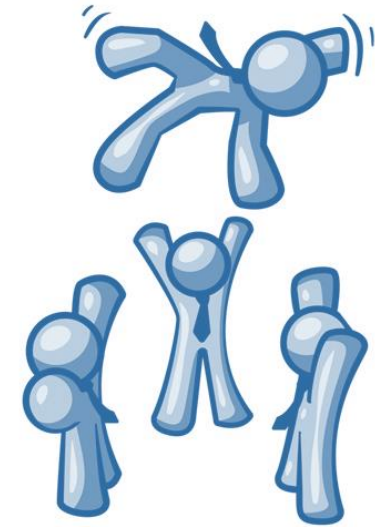
- Presentation Goals.
- What is Lean?
- What are the Benefits ?
- Why would we do it it?
- What is the Strategy? - Kaizen -
- What is requested from our people?



# Goals

- Lean is about **People**

Leadership empowers  
Employees to deliver  
Value to the Patient



- **Kaizen** a framework to engage employees
- Lean **Leadership** for a kaizen culture

# What is Lean?

**Lean Enterprise  
=  
Process Excellence**



**“Lean is having the best process in place right Now”**

**Increased Profits**

**Customer Satisfaction**

**Quality  
Improvement**

**Space  
Utilization**

**Cost  
Reduction**

**Employee  
Utilization**

**Asset  
Utilization**

**Cash  
Generation**

**Productivity  
Improvement**

**Information  
Streamlining**

**Waste  
Elimination**

**Rapid  
Response**

**Design  
Excellence**

**On-Demand  
Response**

**Employee Participation**

**Process Excellence**

**Lean Enterprise**

# What is Lean for Healthcare?

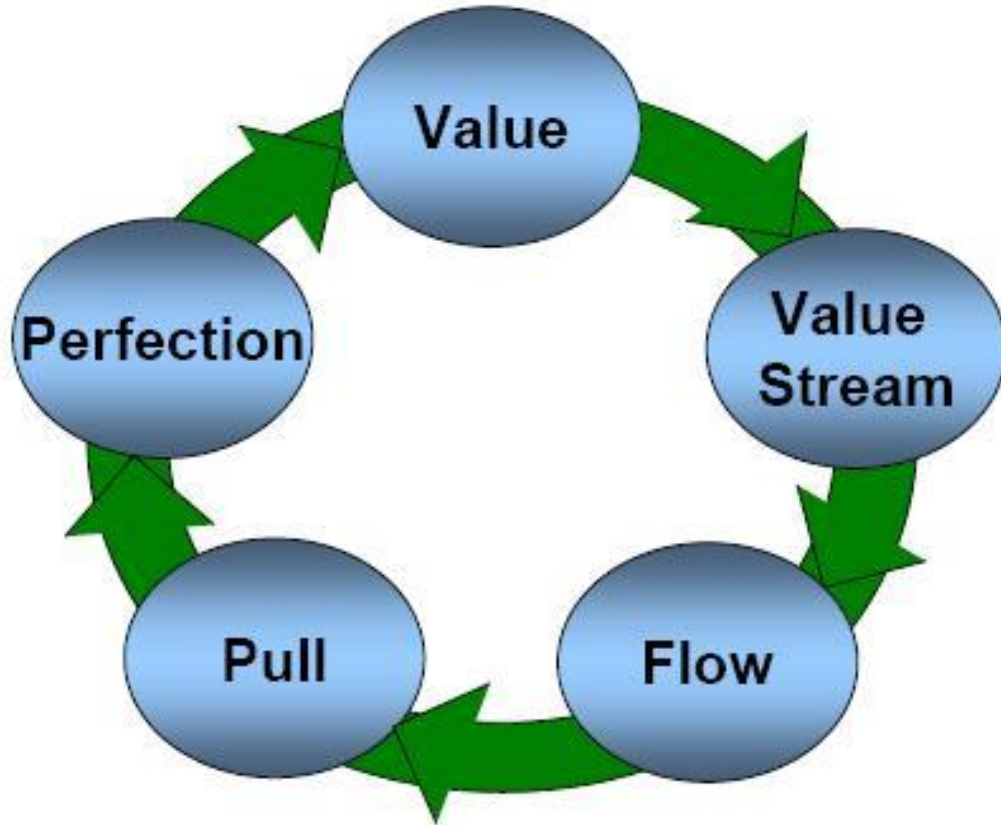
It is a process designed to bring about rapid, planned, controlled and measured step-change improvements to the performance of an organization through an overhaul of the value stream.

A comprehensive set of 5 elements, 4 rules and tools that focus on value, the elimination of waste and continuous incremental improvement.



The Most Important Thing to Remember is that Lean is a Thinking Process

# 5 Elements



# 4 Rules



**Standard Work**

**Limit Material/  
Information Movement**

**Limit People Movement**

**Educate Everyone**



# A Variety of Tools

Kanban

Value Stream Mapping

6S

Takt Time

One Need Flow

Work Balancing

DFEU

Level Loading

Process Mapping



Visual Management

Flow Cells

Mistake Proofing

Spaghetti Charts

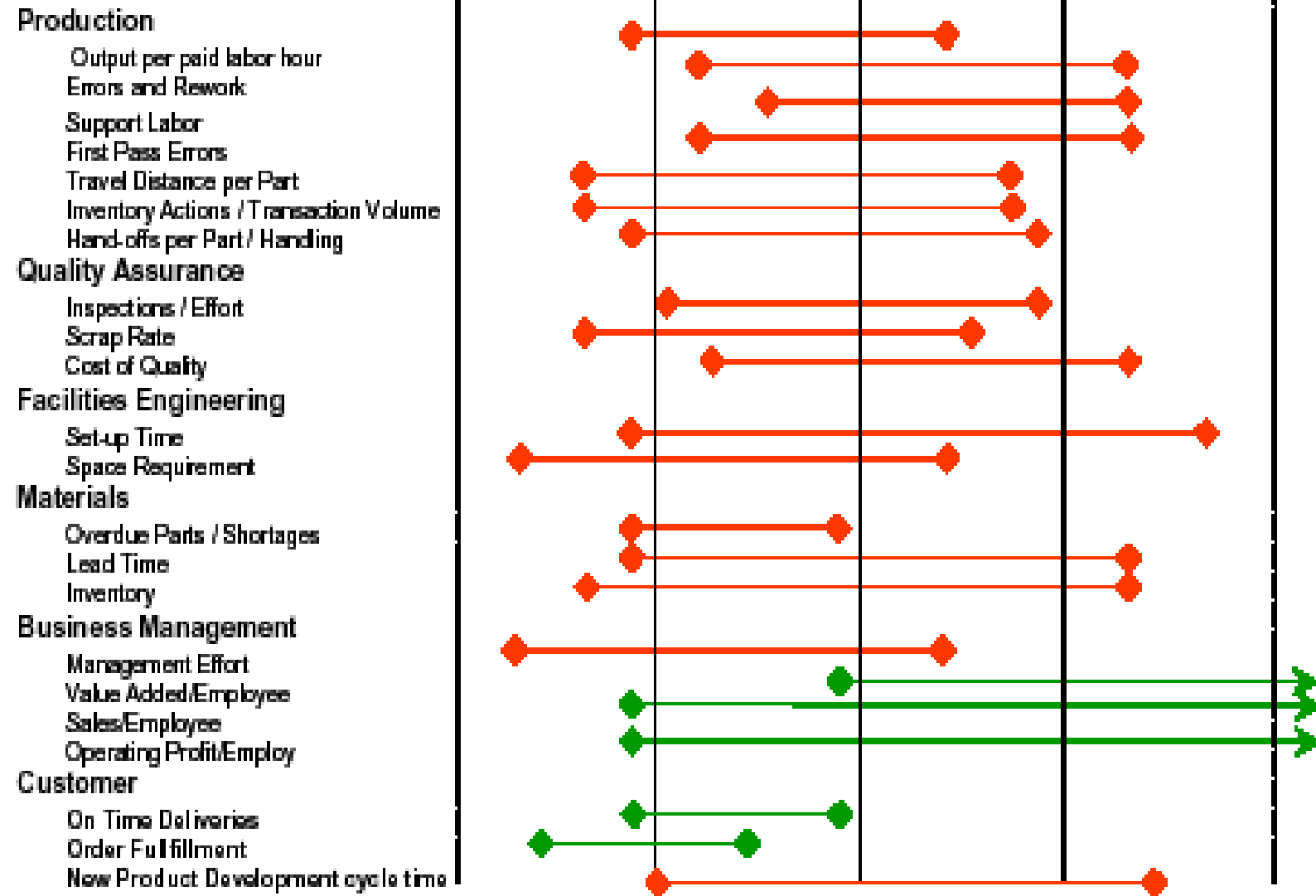
Quick Change

5 Why

# Benchmarks of Lean Benefits

Decrease  
Increase

0% 25% 50% 75% 100%



# Benefits of a Lean Enterprise

- **Service level improvement**
- **Cash generation**
- **Greater asset utilization**
- **Quality improvement**
- **Increased employee participation**
- **Productivity improvement**
- **Profitability improvement**



# Virginia Mason Benefits

▪ Inventory	Dollars	\$1,350,000	Down 53%
▪ Productivity	FTEs	158	36% (redeployed to other open positions)
▪ Floor Space	Sq. Ft.	22,324	Down 41%
▪ Lead Time	Hours	23,082	Down 65%
▪ People Distance	Feet	Traveled 267,793	Down 44%
▪ Product Distance	Feet	Traveled 272,262	Down 72%
▪ Setup Time	Hours	7,744	Down 82%

# ThedaCare Benefits

- **\$3.3 million** in savings in 2004 .
- Saved **\$154,000** in the Catheterization Lab supply procurement processes.
- In 2004, reduced accounts receivable from **56 to 44 days** equating to about **\$12 million in cash flow**.
- Redeployed staff in several areas saving the equivalent of **33 FTE's**.
- Improved ThedaCare Physicians phone triage times by **35%**, reducing hold time from 89 to 58 seconds.
- Reduced ThedaCare Physicians phone triage abandonment rates by **48%** (from 11.6% to 6.0 %).
- Reduced by **50%** the time it takes to complete clinical paperwork on admission.
- Appleton Medical Center Med/Surg decreased medication distribution time from **15 minute/medication pass** (the amount of time it takes to pass one medication to one patient) to **8 minute/medication pass** impacting **4.1 FTEs** of staff time.

# Lean is there to help you achieve the vision for your organization.

It supports the strategy that evolves from the vision.



***“You can spend your life reacting to circumstances... or you can spend it acting on your vision.”*** Brian Furlong

# Why Should We Do It?



**To Eliminate Waste Which Typically Consumes 30% - 40% of \$\$ Revenue.**

**That's a Big "Hidden Opportunity"!!**

# Waste

**“Waste is any activity  
(or inactivity)  
which absorbs  
resources but  
creates no VALUE”**

*James Womack, Daniel Jones, Lean Thinking – Published  
by Simon and Schuster.*





**UNDERUTILIZED  
RESOURCES**

Any Failure to fully utilize  
the time & talents of people

**OVERPRODUCING**

Generating more  
than the patient  
or customer needs

**TRANSPORTING**  
Movement of anything  
that does not create  
value

**MOTION**

Searching, filing,  
sorting, walking,  
bending, stretching, etc.

Customers pay  
for waste with  
**MONEY and TIME.**



**INFORMATION  
(INVENTORY)**  
Excess information or  
supplies of any kind

**REWORK AND  
DEFECTS**

Defects, rework or  
errors of any kind

**PROCESSING**

Steps that the patient  
or customer does  
not care about

**WAITING**

Idle time when equipment,  
people or information  
needed is unavailable

# What is the Strategy?



**Continuous Improvement Through Kaizen  
to Achieve Customer Loyalty and Grow the  
Business.**

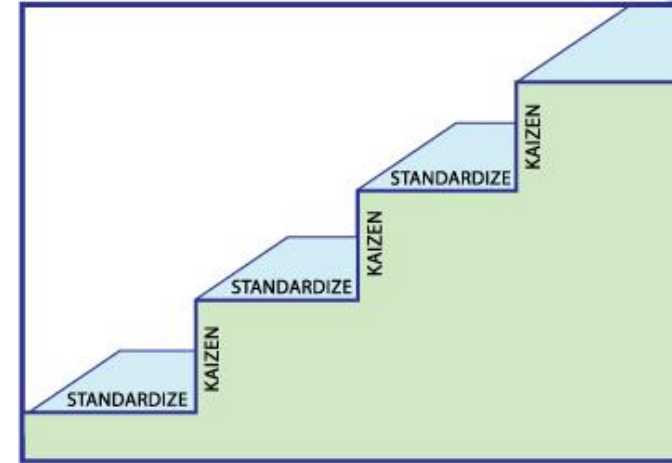
**A Kaizen is a...**



**Rapid Improvement Event**

# Kaizen Defined

A Kaizen is a ***cross-functional*** group of people who study a process, identify all possible types of waste, then change the process to eliminate as much waste as possible.



When done, they restudy the area to verify that improvements were achieved.

# Kaizen

- Kaizen surrounds all aspects of the Lean transformation.
- It is the engine that powers the Lean implementation and provides for Continuous Incremental Improvement.
- A four/five day project to review and make changes to a process.
- The cycle followed in performing Kaizen is sometimes referred to as, *Plan-Do-Check-Act*.
- The goal of Kaizen is to identify and eliminate Waste.



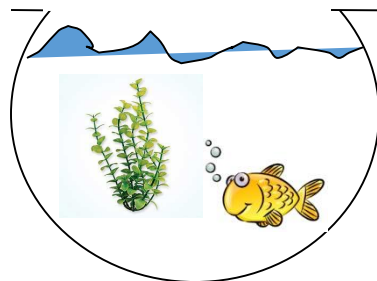


# The biggest factor that determines the size of the fish is the size of its environment.

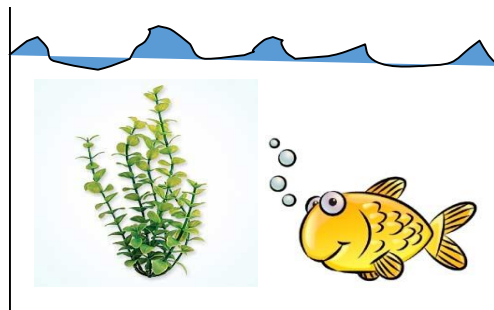
Do we keep our people in a confined environment because we see it as inefficient and wasteful to put them in a larger environment?

OR

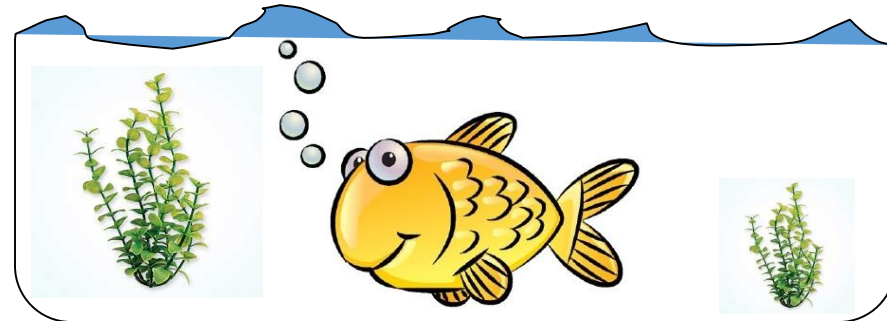
Do we provide people with a larger environment because we see it as ineffective and wasteful of their potential to keep them in a confined environment?



1-2 inches



2-6 inches



10-12 inches

**Do not follow where the  
path may lead....**



**Go instead where there is  
no path and leave a trail...**