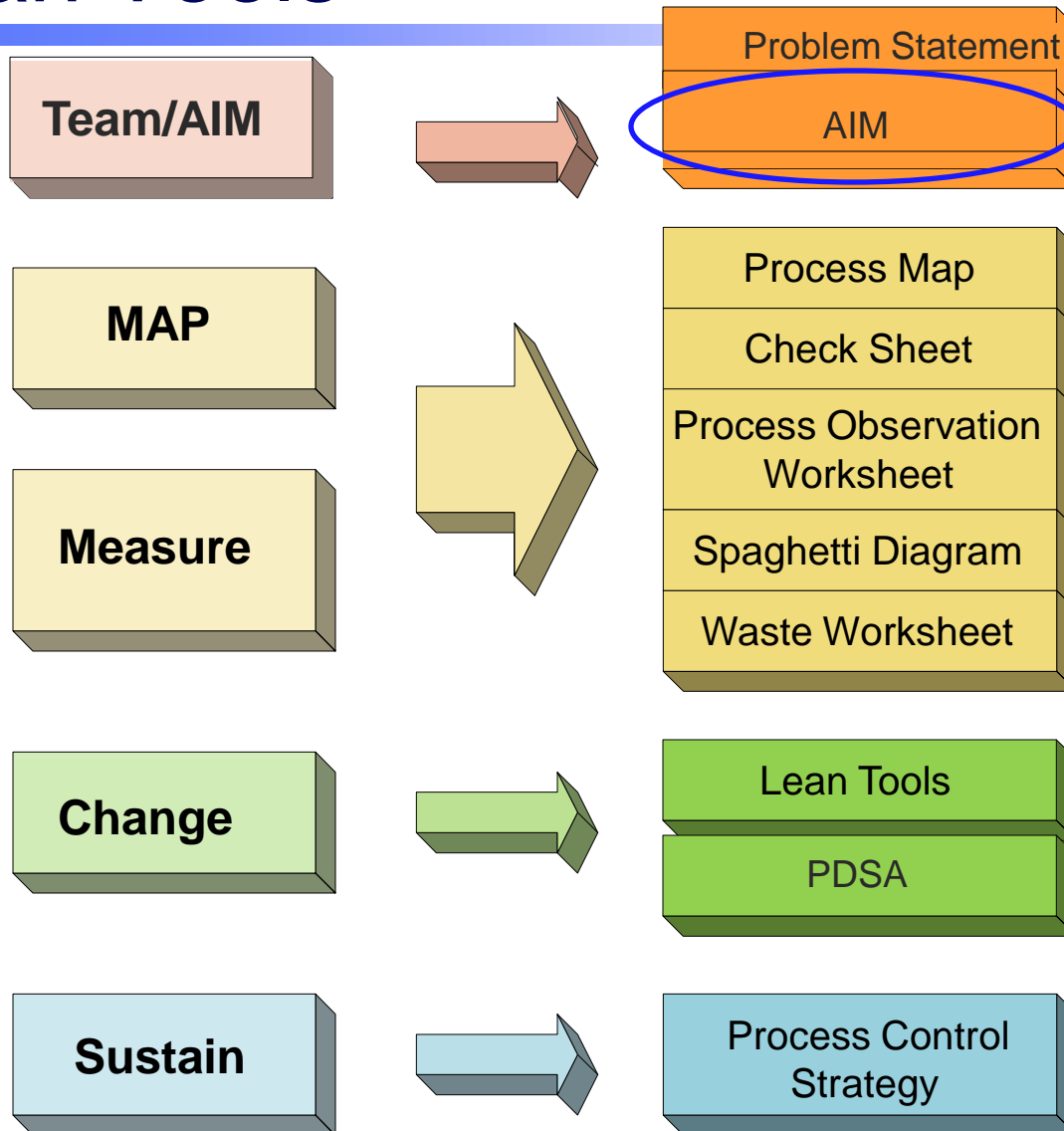


# Lean Tools

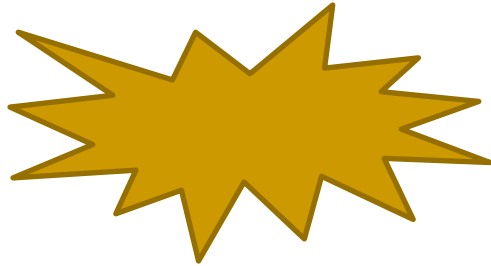


# Defining the Problem: Problem Statement

- Define the problem
  - What is the standard or desired level of performance?
  - What is the current level of performance?
  - What is the current performance gap?
  
  - What is the extent of the impact/PAIN?



1. **TEAM/AIM:** Define the problem



2. **MAP:** Evaluate current state

3. **MEASURE:** Identify operational barriers and failure modes in the current process

4. **CHANGE:** Improve systems

Create a future state process by applying Lean techniques to eliminate operational barriers and failure modes

5. **SUSTAIN:** Sustainability strategy

Create a process control strategy – a strategy for insuring long term sustainability and spread adoption

# [ Problem Statements

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- ER expenses are too high and exceeded the budget in 2007. ER expenses must be reduced.

# [ Better

- In 2007, 25% (or \$2.5 million) of all equipment purchases were for non-standard equipment from suppliers with whom we have not negotiated volume discounts. Our target in 2007 was for 5% of such purchases to be from such suppliers. This gap of 20% from our 5% business objective represents a Cost of Poor Quality of \$500K

What is some possible data you would want to review?

What are some possible Aim Statements?

# [ Problem Statement

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- Throughput for ER patients takes too long.

# [ Better

- Current throughput time for non-urgent patients in the ER exceeds 6 hours. This results in delay of care and increased patient dissatisfaction.

What data would you want to review?

Possible Aim Statements?

# TAKING AIM

- A good Aim Statement:

- Clarifies the goal and or task
- Provides a focus point
- Measures progress
- Moves the team forward

Performance Measures are the measurement of an AIM, and are designed to move the organization forward and Answer, "How will we know when we get there?"





# Developing Your Aim Statement SMART



- **S**PECIFIC
- **M**EASUREABLE
- **A**CHEIVABLE/ATTAINABLE
- **R**EALISTIC/Relevant
- **T**IME BOUND

The Model for Improvement is based on these three questions:

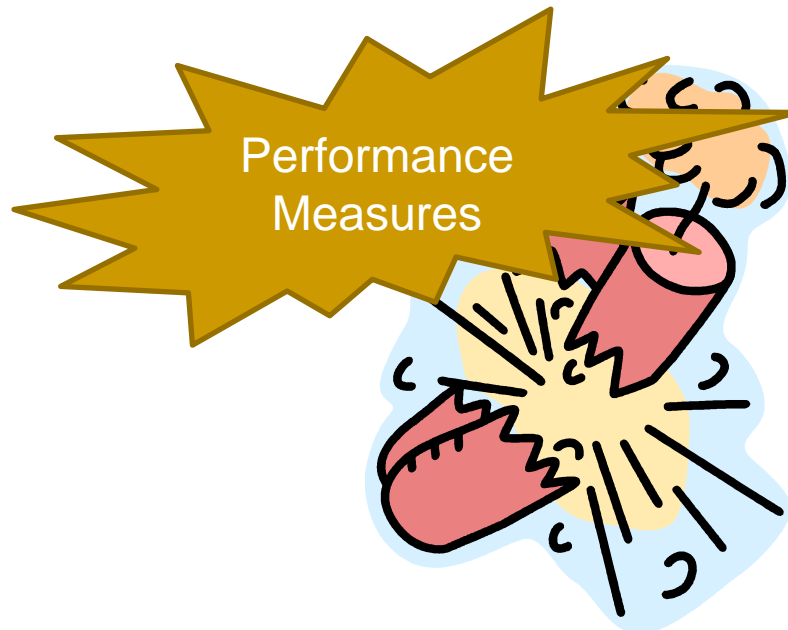
- What are we trying to accomplish?
- How will we know that a change is an improvement?
- What changes can we make that will result in an improvement?

# Good, Bad or Ugly

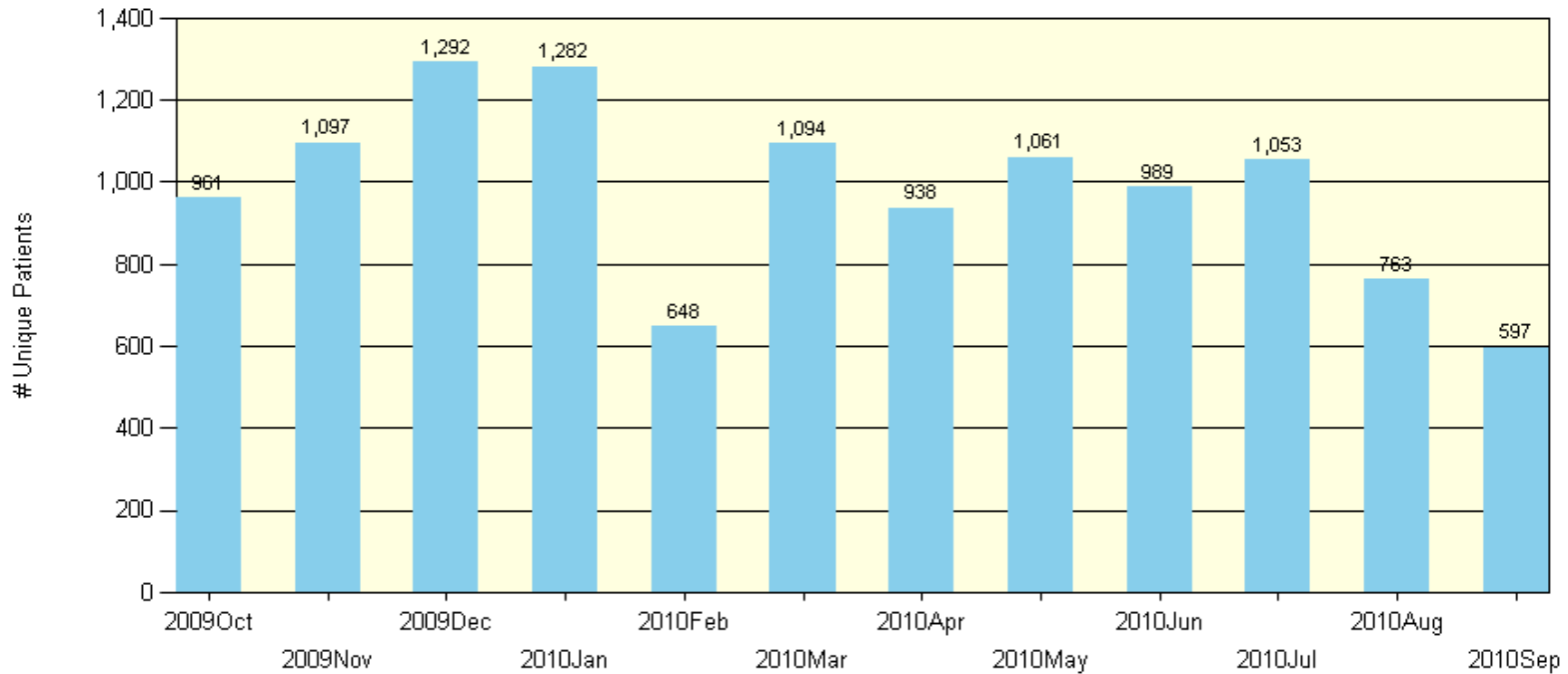
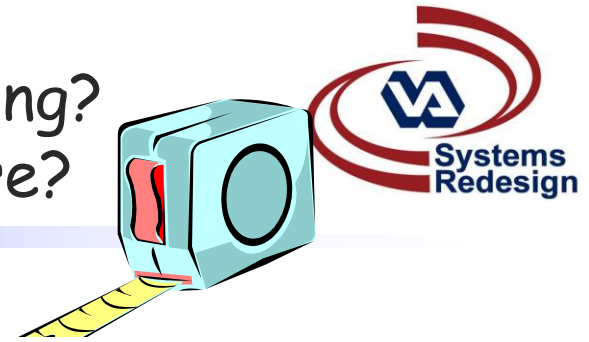
- Our aim is to reduce the time from selection of a new employee to the first day of work from 60 days to 7 days by December 1, 2010. (SMART?)
- Our aim is to cultivate a healthcare workforce for the future by providing training and development opportunities achieving an 80% participatory rate by end of 2010. (SMART?)
- I will loose 30 pounds on the nutri-system diet before my high school reunion. (SMART?)

# How will we know when we get there?

- I was going to thrash them within an inch of their lives, but I didn't have a tape measure...Gracho Marks
- Never measure the height of a mountain until you have reached the top. Then you will see how low it was.



Where are We? Where are we going?  
How will we know when we get there?



The Good, The Bad and The Ugly



# Vision/Analysis/Aim Summary



- Vision: Leadership
  - Broad Organizationally
  - Specific facility/department
- Analysis
  - Identifies Gaps, VOC, Strategies
- AIMS
  - How will we know when we get there?