

WELCOME

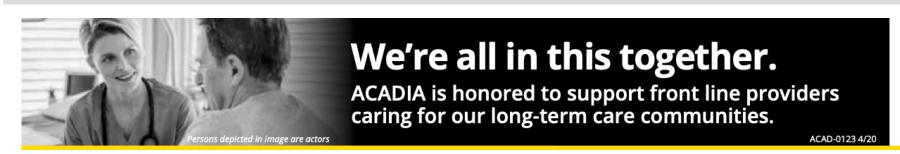
BRIAN KRAMER

President & CIO



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Asking a question is easy!

- About the topic being presented
 - Click on the Q&A icon at the bottom of your screen
 - Type your question & hit Enter
 - Questions will be answered at the program's end, or offline if time runs out
- About technical issues or CE credit
 - Click on the Chat icon at the bottom of your screen
 - Type your question & hit Enter
 - Our team will reply to your question right away



Housekeeping notes

- This webinar is being recorded for on-demand access later, after the series' conclusion
- To earn CE, you must attend the entire session
- For those <u>sharing</u> a computer
 - Complete a manual sign-in sheet before the program ends
 - Go to **Chat** to request a sign-in sheet
 - Each participant must complete an evaluation to obtain CE credit
 - Instructions will also be emailed to the program registrant



About CE credit

Nursing credit

Each activity has been approved for 1.0 clock hours continuing education credit for nurses by The Illinois Health Care Association, an approved sponsor of continuing education by the Illinois Department of Professional Regulation. Participants must be present for the entire duration of the activity and complete a post-event evaluation to receive credits. There is no conflict of interest for any planner or presenter.

Administrator credit

This program has been approved for Continuing Education for one total participant hour by NAB/NCERS. Approval #20210604-1-A66886-DL



UTILIZING LEAN SIX SIGMA

TO IMPROVE QUALITY, REDUCE COST & TRANSFORM YOUR CULTURE

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OBJECTIVES

- 1. Understand key philosophies, processes & tools of Lean Six Sigma (LSS).
- 2. Identify how the practice of LSS can impact your organization.
- 3. Learn how to implement incremental small "wins" to achieve buy-in and demonstrate value.



EXPECTATIONS

> Reduce:

- ✓ Risk
- ✓ Turnover
- ✓ Cost

>Improve:

- ✓ Outcomes
- ✓ Safety
- Quality
- Profitability



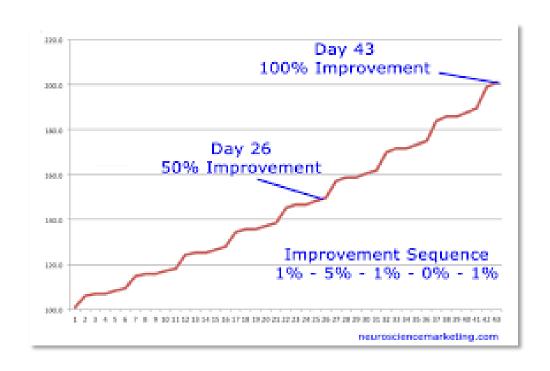
WHAT IS LEAN?

- Originated in Lean Manufacturing, from the Toyota production system
- Key focus is waste reduction
- Worker-driven culture
- ► 2 pillars:
 - Continuous improvement
 - Respect for individuals



WHAT DOES CONTINUOUS IMPROVEMENT MEAN WITH LEAN?

- Ongoing effort to improve output (products, services, or processes)
- Focused on many, many, many small improvements that add up over time
 - Instead of seeking 1 huge impact that could take months or years





WHAT IS SIX SIGMA?

- Definition of quality for every million products, transactions, or services provided there are only 3.4 defects
- Goes beyond blame to look at whether the processes workers follow will result in accurate & consistent outcomes
- Focus is on controlling processes to reduce variation in outcomes

SIGMA LEVEL	DEFECT RATE	ACCURACY RATE		
2σ	308,770 DPMO	69.10000%		
3σ	66,811 DPMO	93.99000%		
4σ	6,210 DPMO	99.38000%		
5σ	233 DPMO	99.97700%		
6σ	3.44 дрмо	99.99966%		



QUALITY





IS 99.0000% QUALITY GOOD ENOUGH?

THINK ABOUT IT....



QUALITY



Of every **1M** cell phones...**10,000** don't work



Of every **1M** surgeries...**10,00**0 go wrong



Of every **1M** prescriptions dispensed...**10,000** are med errors





What is Lean Six Sigma?



Focuses on waste reduction by streamlining a process.







Focuses on preventing defects through problem solving.



LEAN SIX SIGMA

Lean strengthens Six Sigma: Problem solving + improving processes delivers greater results.

Lean accelerates Six Sigma





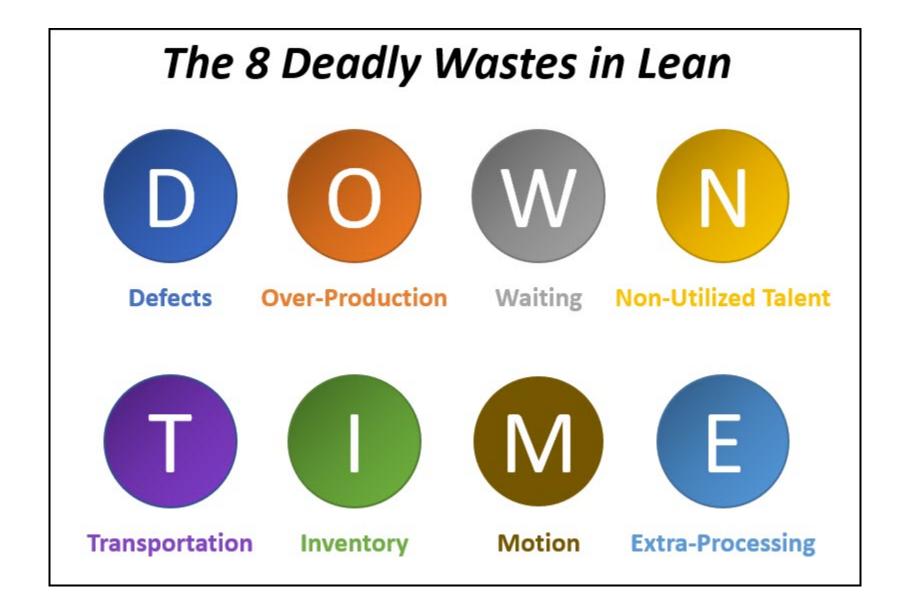
LSS TOOLS & METHODS TO CREATE SMALL WINS



TOOL #1: 8 WASTES

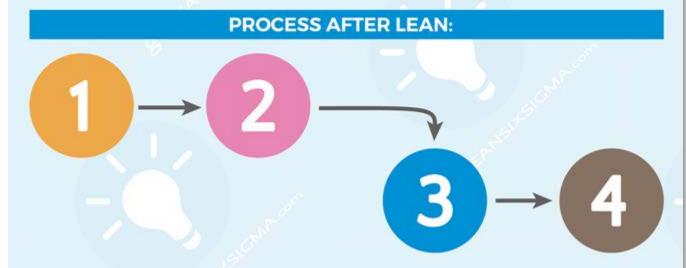








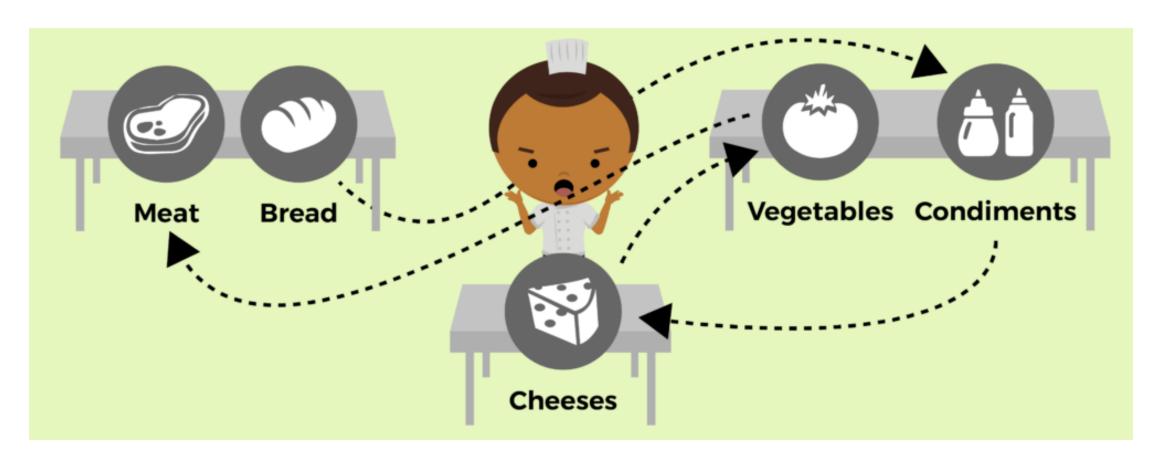




Source: https://goleansixsigma.com/what-is-lean/



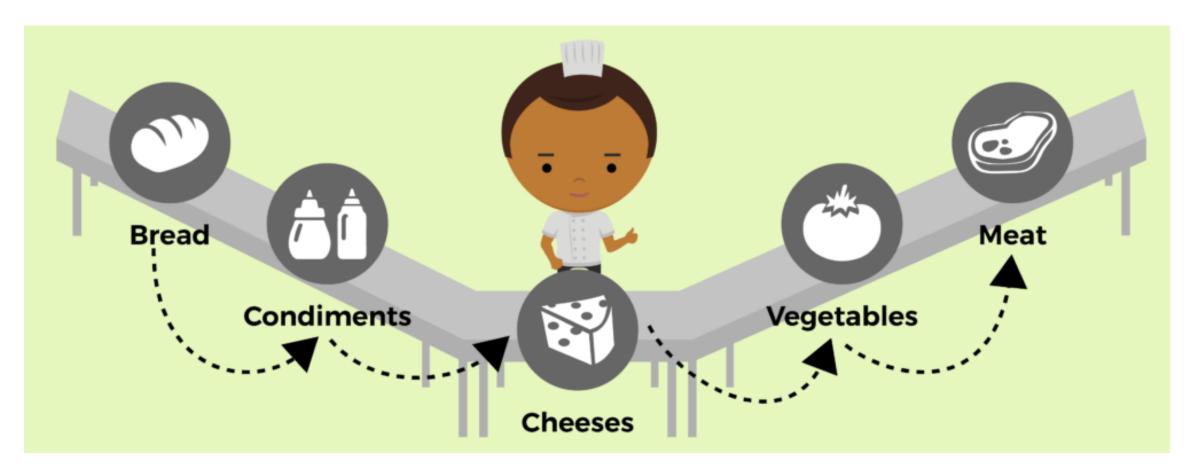
SEE WASTE



Source: https://goleansixsigma.com/what-is-lean/



ELIMINATE WASTE



Source: https://goleansixsigma.com/what-is-lean/



TOOL #2: 5S



When in doubt, move it out – Red Tag technique

A place for everything and everything in its place

Clean and inspect or Inspect through cleaning

Make up the rules, follow and enforce them Part of daily work and it becomes a habit













Healthcare 5S: Before / After

Expired and mixed items



Forced rotation; A place for everything and everything in its place.





LEAN 5S IN MSICU

Watch a team of nurses 5S their clean utility room. Learn Lean tips, tools & tricks for keeping a shared workspace organized and under control using Lean principles.

University Health Network (UHN) Toronto, Canada

See Youtube link: https://youtu.be/aMkXICM1-98?list=TLPQMDcwMjIwMjDKU9YDhUIAQw



















5S AUDITS

To sustain—audit weekly, monthly, or quarterly

5s AUDIT Area: Date: Audited by: NO YES Is the work area clear of any unneeded items? SORT Is the area free of any safety hazards? SORT **SET IN ORDER** 3 Is everything clearly labeled? 4 Choose 5 items; are they all in the right place? SET IN ORDER SHINE Is the area being cleaned regularly? SHINE Is anyone responsible for routine inspections/maintenance? Is everyone aware of their responsibilities? STANDARDIZE. 8 Are there pictures of the items posted? STANDARDIZE SUSTAIN Is 5s audit being performed routinely? SUSTAIN 10 Are checklists available and being used? Score Assesment 2+ TOTALS



TOOL #3: STANDARD WORK



Without standards, there can be no improvement.

— Taiichi Ohno —

AZ QUOTES



STANDARD WORK

- Description of what's required for the safest, highest quality, most efficient way known to perform a process
 - Simple
 - Written
 - Repeatable
 - Applies to everyone
 - Reduces variation & increases consistency



Boeing 777 Series Checklist + Normal Procedures







Checklist and Monitoring Tool for Triage of Suspected COVID-19 Cases in Non-US Healthcare Settings

Facility name and type:	Date:	
Assessor's name:	Assessor's Role:	

Purpose: To assess the triage process (early identification and separation of patients likely to be infected with SARS-CoV-2, the virus that causes COVID-19) at healthcare facilities (HCFs) in non-US settings to help prevent spread of COVID-19 to patients and healthcare workers (HCWs). This tool can also be used to monitor progress of implementing critical components of triage at HCFs.

Instructions

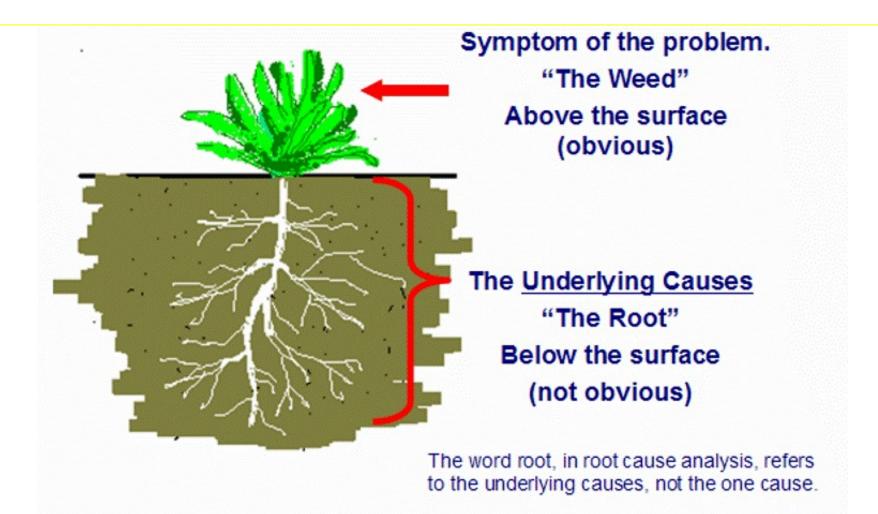
- Check Yes or No for each item and report items marked No to healthcare facility contact person at the end of each assessment.
- Provide numbers and total numbers in the # and Total # columns for monitoring purposes.
- Calculate percentages for the % column by dividing # by Total # and multiplying by 100.
- Cells shadowed in gray color should be left blank.

	Yes	No	#	Total #	%	Assessor Guidance	Assessor Comments
General							
 A facility phone number for patients to call in before presenting to the facility is available 						Observe if facility phone number or hotline is available. This should be a different phone number from any national hotlines.	
All entrances have signs directing patients with respiratory symptoms to proceed directly to the registration desk						Identify all entrances to ensure that visual signs are posted. Provide # of entrances with signs and total # of assessed entrances in (#) and (Total #) columns.	
 Signs on respiratory hygiene and cough etiquette are posted at all entrances, waiting areas and by the elevators. 						Provide # of entrances with signs and total # of assessed entrances in (#) and (Total #) columns.	
Hand hygiene (HH) stations available at all entrances						Preferably alcohol-based hand rub (ABHR) or sink/bucket system with soap and water. Provide # of entrances with HH stations and total # of assessed entrances in (#) and [Total #] columns.	

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TOOL #4: ROOT-CAUSE PROBLEM-SOLVING (RCPS)





LEAN IS ABOUT PEOPLE

- Everyone wants to do a good job
- We all have 2 responsibilities:
 - Do the job
 - Improve the job
- LSS creates a structure for problem-solving without blame



HOW DO WE SOLVE PROBLEMS?



Define the problem

Gather data

Determine the causal relationships

Identify countermeasures

Implement & track solutions



5 Whys

The 5 Whys is a simple analysis technique that moves past symptoms by asking "why" until reaching the true root cause of an issue.





TOOL #5: TEAM HUDDLES







TEAM HUDDLES

- Daily (or per shift) 10- to 15-minute stand-up meeting
- Same place, same time
- In a functional area
- 2-way communication
- Use **metrics** to determine how you're doing
- Discuss workload use visual management to identify what do you need that shift/day to succeed?
- Capture issues & ideas for improvement (take complex problems "offline")



STATUS AT A GLANCE



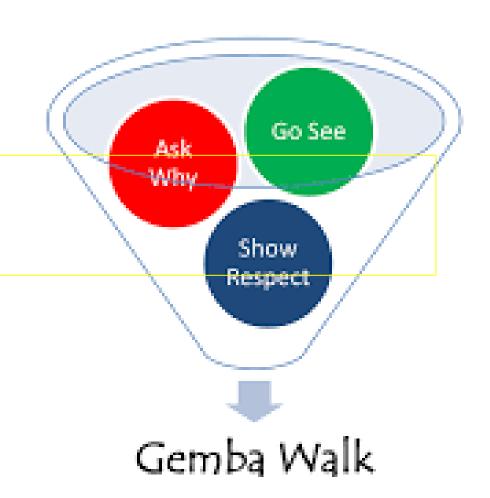
- What info do we need to succeed?
- What info is helpful to the team?
- How much work needs to be completed today?
- What's our status?
- Who is working where?
- Are we short on staff—or does one area need extra help?
- How are we doing?







TOOL #6: GEMBA WALKS





KEY ELEMENTS OF A GEMBA WALK

个

- ★ Go where the work is
- ★ See what's happening
- **★** Observe
- ★ Show respect
- ★ Ask why (only to understand)

Don't:

- Assume
- Correct what you see
- Be preoccupied
- Look for the bad



TOOL #7: EMPLOYEE IDEA BOARD

Do I get frustrated with some processes?

Do I wish I could make things better?

Do I have ideas to improve processes?

Does leadership want my ideas—will they consider?

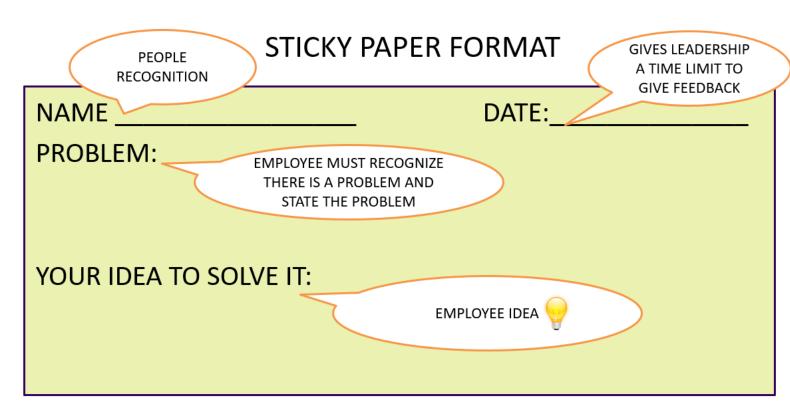
Will I be able to know what happens to my idea?

Can I be a part of implementing my idea?





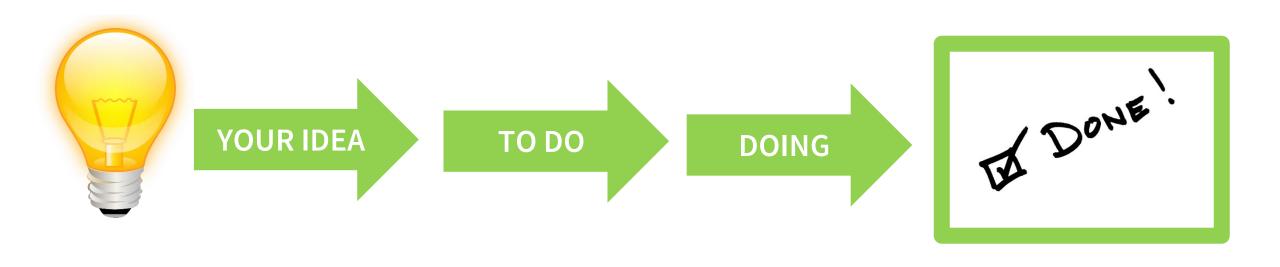
ASK FOR EMPLOYEE IDEAS







LET EMPLOYEES SEE THE PROGRESS





KNOW THE STATUS OF YOUR IDEA







If an idea hits a roadblock or is "parked," the <u>why</u> is listed—employees always understand what's going on.



SO WHAT WILL THIS GET YOU?





LSS TOOLS CREATE ORGANIZATIONAL CHANGE

- Quality increases
- Less firefighting
- More time to do more
- Cost decreases
- An empowered & engaged staff, transforming your culture





SO WHERE DO I BEGIN?



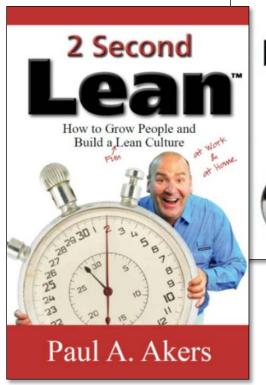


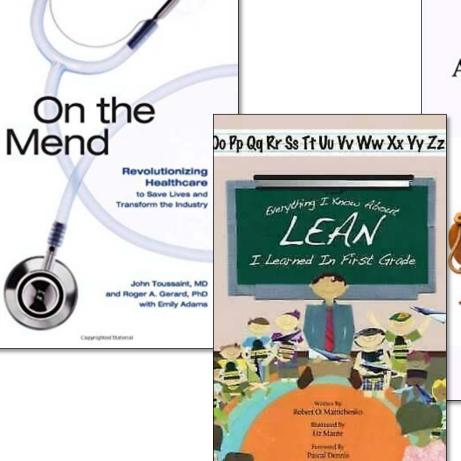
KEY LSS TOOLS YOU COULD START USING NOW

- 1) 8 wastes
- **2)** 5S
- 3) Standard work
- 4) Root-cause problem-solving
- 5) Huddles
- 6) Gemba walks
- 7) Employee idea board

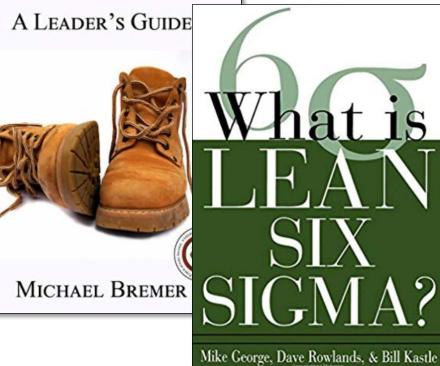


STARTER RESOURCES...it's a journey





How to Do a Gemba Walk





HELPFUL WEBSITES

- lean.org
- asq.org
- leanblog.org
- 2secondlean.com
- Moresteam.com





QUESTIONS?

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Sign up for the rest of the series

Friday, June 19

Know your Costs to Manage your Costs

Friday, June 26

Appropriateness of Drug Therapy

Friday, July 10

Pain Management in Older Adults

Friday, July 17

Update on COVID-19 - Learnings to Date

ForumPharmacy.com/ 2020-Virtual-Symposium



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- Complete the evaluation at the conclusion of this program:
 - In your web browser
 - Also emailed immediately following this program
- For those sharing a computer to view the webinar:
 - Submit your sign-in sheet to the email address listed on the form
 - Each participant will then be emailed a link to the evaluation
 - Each person must complete an evaluation to receive CE credit
- Certificates should be emailed in about 30 days



THANK YOU!