

WHEN IS LEAN TOO LEAN?

HOW MEDICINE MISSED DEMING

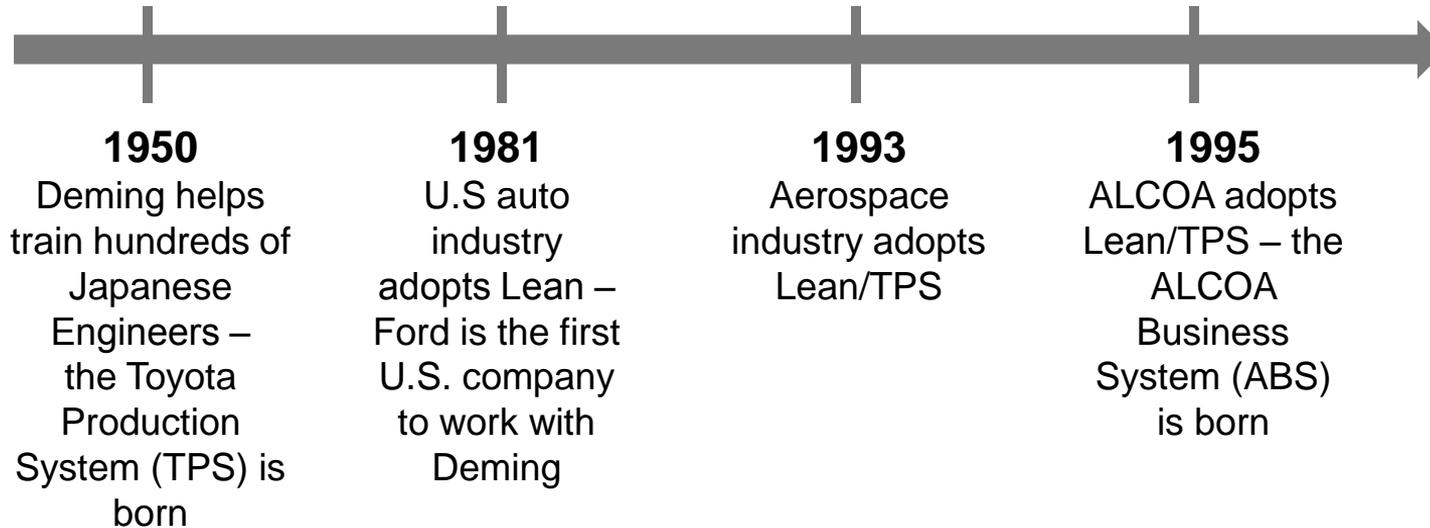
OR

YOU CAN'T PLANT A TURNIP IN CEMENT

Karen Wolk Feinstein, PhD
President and CEO
Pittsburgh Regional Health Initiative



JAPAN'S "SECRET WEAPON" REVOLUTIONIZED U.S. MANUFACTURING



BUT WHAT DO CARS, AIRPLANES, AND STEEL HAVE TO DO WITH HEALTH CARE?

PEOPLE ARE NOT CARS, BUT

- **Health care, too, is full of processes (admitting a patient, having a medical visit, performing a surgery, sending a bill)**
- **Errors (defects) and waste are costly**
- **The facets of safety, reliability, and efficiency are also key in health care**
- **We, too, should be providing value to the patient (customer)**

PRHI BROUGHT LEAN TO HEALTH CARE

A regional health improvement collaborative (RHIC) established in **1997** by Karen Wolk Feinstein and then-ALCOA Chairman Paul O'Neill

- A regional, multi-stakeholder coalition
- An initiative of a business group, the Allegheny Conference on Community Development



DO SOMETHING BIG

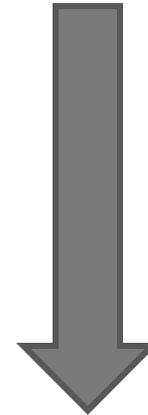
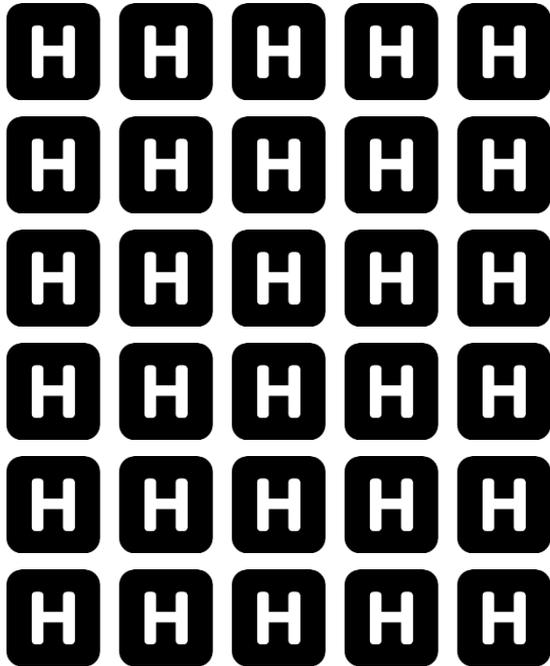
- **Aim for zero deficiencies**
 - Dramatic performance improvement is the best cost-containment strategy for health care
- **Build a broad collaborative effort**
- **Use Lean as a method to support the work**

TACKLING HOSPITAL-ACQUIRED INFECTIONS

2001



2004



CLABs

-68%

↓ 85%
reduction in
MRSA rate

↓ 50%
reduction in pap
smear sampling
defects

35 → 0
defective
charts

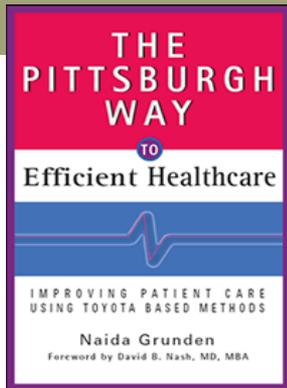
↓ 17%
drop in pediatric
clinic wait times

↓ 86%
reduction in
medical errors

↓ 68%
Drop in
CLABS in 34
hospitals

180 → 0
Lost patient hours
per month due to
ambulance
diversions

↓ 50%
Fewer
readmissions
with COPD
focus



EARLY SUCCESSES, BUT

**NO SPREAD. NO SCALE.
NO SUSTAINABILITY**

**You can't plant a
turnip in cement**



IT'S ALL ABOUT CONTEXT



Leadership with Vision

Culture of Quality and Safety

Quality Improvement Strategy

Targets and Measurement

Designated Champions and Teams

Training, Education, Coaching

Interdisciplinary/Transitional Collaboration

Research/ Experimentation/Registries

Consumer and Patient Engagement

Information Technology

Public Reporting

Incentives for High Performance

An organization must cultivate an enterprise-wide environment capable of achieving extraordinary levels of safety, reliability, and efficiency.

LEAN TEACHES SYSTEMS THINKING



Suppliers

Manufacturing

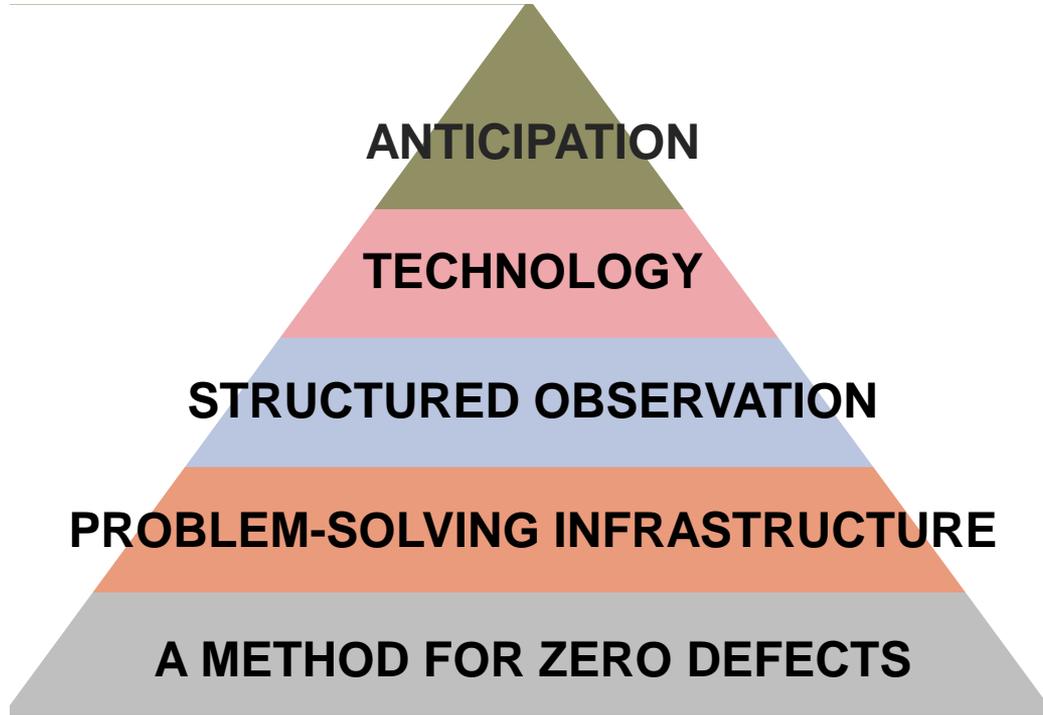
Distribution

Retail Sales

**Customer
Service**



LEAN IS AN ENTERPRISE-WIDE, 24/7 COMMITMENT

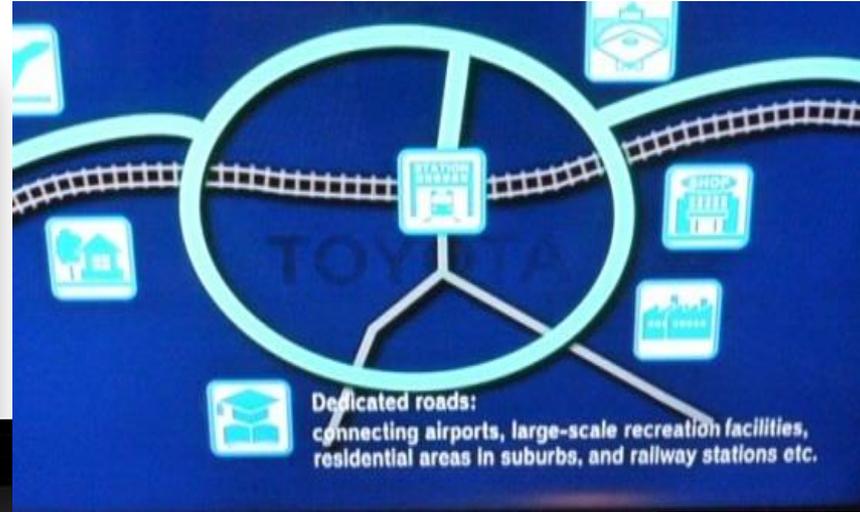


FOR TOYOTA, LEAN IS A TOTAL ENTERPRISE SOLUTION

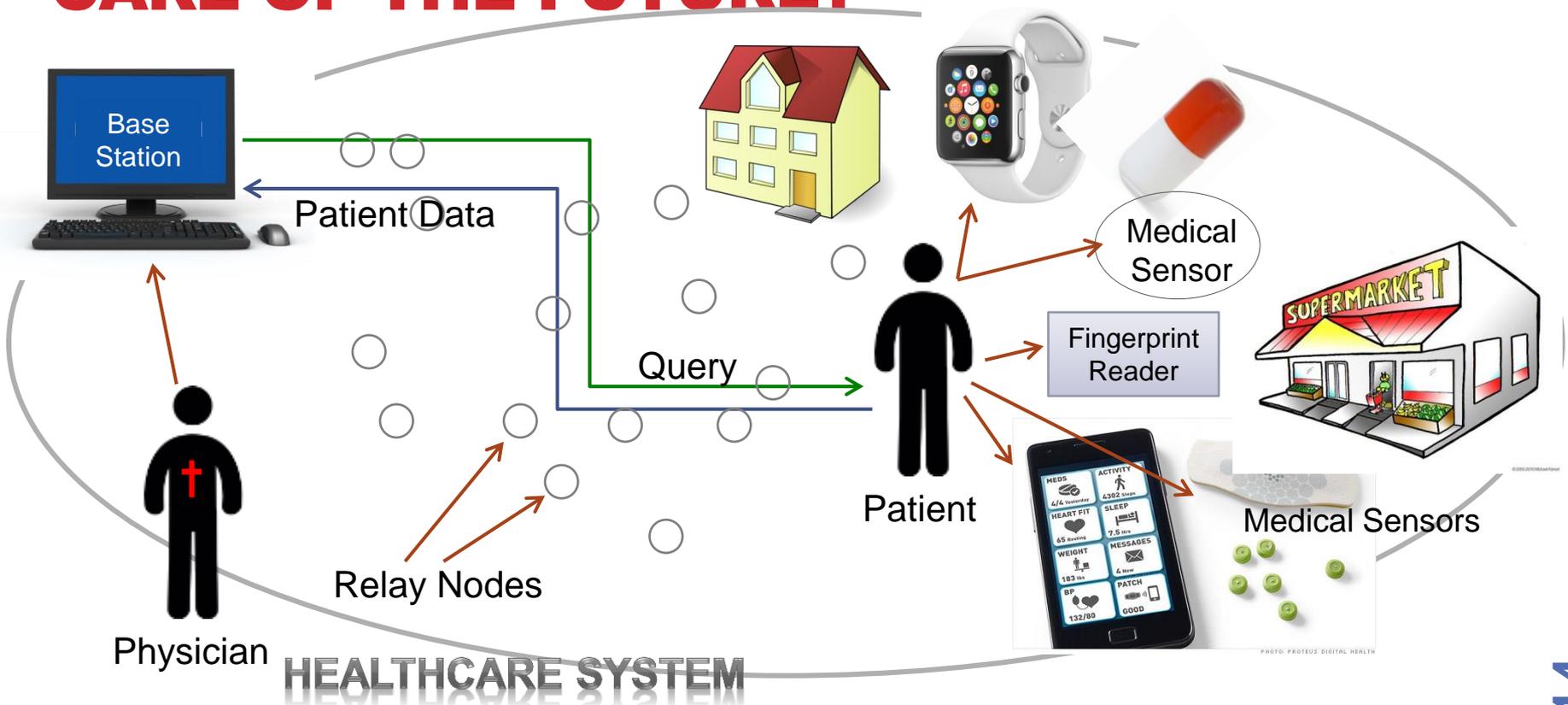


- **Innovative**
- **Visionary**
- **An Eye on the Goal:
Moving People Safely and
Efficiently From Place to
Place**

TECHNOLOGY IS THE GAME CHANGER



WHERE IS THE MUSEUM TO HEALTH CARE OF THE FUTURE?



HEALTHCARE SYSTEM

THANK YOU

