

LEAN HEALTHCARE TRANSFORMATION INITIATIVE

Year 3: Operational Excellence

YEAR 3 LAUNCH

Purdue Healthcare Advisors (PHA), in partnership with the Indiana State Office of Rural Health and through the Indiana Flex Program*, is launching Year 3 of the Lean Healthcare Transformation Initiative. Last year, 14 participating Indiana Critical Access Hospitals and Rural Hospitals learned how to utilize value streams for a systematic approach to improvement. Next year will be even more challenging. The third and final year of the program focuses on *Operational Excellence* to improve care delivery while systematically reducing cost and waste.

Enroll by **October 1, 2017** at <http://www.pha.purdue.edu/LHTIYear3>

YEAR 3 GOALS

- 1. Improve Value Stream Management (VSM)** — Increase Value Stream Management from 58% to 90% of participating hospitals by training and coaching to guide skill development at the enterprise and the value stream level building the infrastructure and competency necessary to drive and sustain operational improvement.
- 2. Change Management Competency** — Assure that participating hospitals build competency to initiate and sustain change management efforts at the enterprise level.
- 3. Assure a Full Complement of Lean Expertise** — Assure that participating hospitals have a full complement of developing lean expertise to execute an enterprise lean plan, and to drive and sustain value stream improvement.

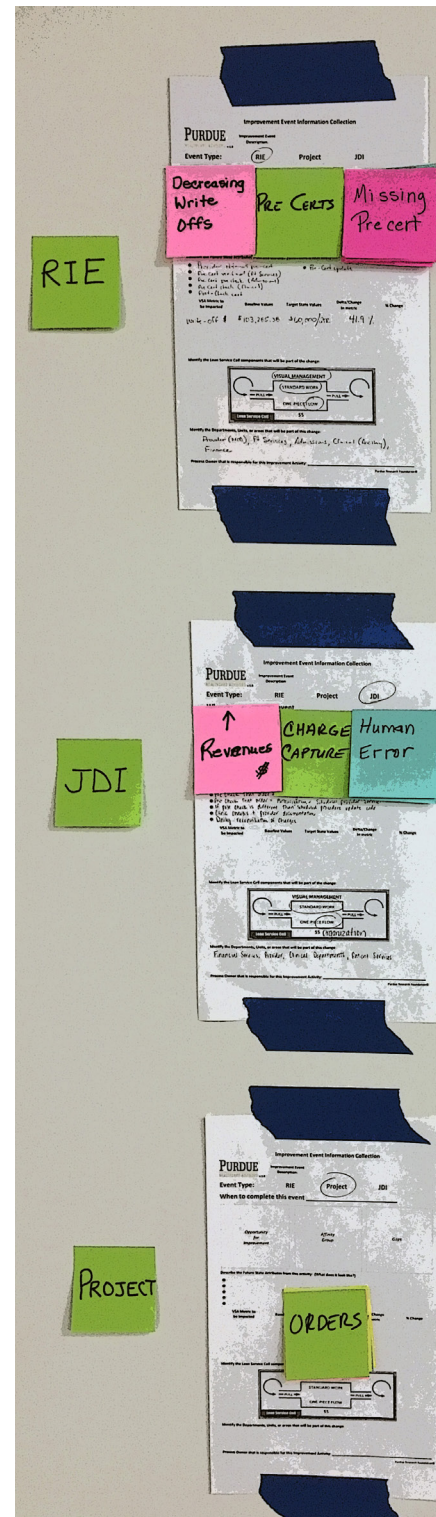
YEAR 3 STRATEGY

Lean Leadership Training — Hospitals will be divided into three regional teams consisting of key executive leaders; advanced lean candidates; key senior or frontline leaders; and emerging leader. These teams will meet to learn about what it takes to be a lean leader, and to undergo a **Strategic Doing** workshop aimed at guiding stakeholders to innovative, grassroots solutions that will build a culture in which lean can thrive and grow. This workshop will be followed by Lean Daily Improvement (LDI) training to teach leaders to implement small-scale change through the execution of rapid-cycle learning loops that facilitate group learning and use data to evaluate and measure progress.



Gemba Coaching — PHA will provide remote coaching once a month, and onsite gemba coaching for two full days over the next year. Coaching at the gemba drives and sustains lean improvement work at all levels of the organization, and will include observation of work in progress at the frontline with LDI huddles and Value Stream Improvement Team (VSIT) meeting as well as work with team members and key leaders engaged in Strategic Doing efforts. It's intended to optimize experiential learning for all those engaged in continuous process improvement, providing reinforcement and redirection-in-action with individuals and groups.

Additional Learning Opportunities (see back page)



Purdue Healthcare Advisors is part of the Regenstrief Center for Healthcare Engineering (RCHE) at Purdue University, and serves the training, project facilitation and assessment needs of thousands of independent practices as well as hundreds of hospitals/healthcare systems striving to increase cost savings as they better the patient-care environment.

PURDUE
HEALTHCARE ADVISORS

Lean Healthcare Transformation Initiative: Year 3 Calendar

TEAM 1

Fayette Regional Health System
Greene County General Hospital
Harrison County Hospital
Rush Memorial Hospital
St. Vincent Salem Hospital

TEAM 2

Decatur County Memorial Hospital
St. Vincent Jennings Hospital
Putnam County Hospital
St. Vincent Randolph Hospital
St. Vincent Mercy Hospital

TEAM 3

Woodlawn Hospital
Franciscan Health Rensselaer
Pulaski Memorial Hospital
Cameron Memorial Community Hospital



Additional Learning Opportunities in Year 3

Enroll early to sign your hospital up for these first-come, first-served opportunities:

Two PHA-facilitated Rapid Improvement Events (RIEs) — RIEs scheduled for September 25-28, 2017, and November 6-9, 2017, will be facilitated by a PHA lean expert and include onsite coaching and a debriefing of Lean Practitioner (LP) Candidates.

Advanced Lean Practitioner (ALP) Four-Day Training Event — Scheduled for January 22-25, 2018, this flipped-classroom event is open to ten (10) individuals from participating hospitals, with priority to organizations without ALP Candidates.

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- LL** Lean Leader training and Strategic Doing workshop
- 30** Monthly Strategic Doing strategy meetings onsite
- GC** Gemba coaching onsite
- LDI** Remote Lean Daily Improvement coaching
- ALP** Advanced Lean Practitioner Four-Day Training Event
- RIE** Rapid Improvement Event facilitated by PHA Coach