Tearing Down the Barriers to Continuous Improvement

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1:30 PM

#IHIFORUM
Who Are We?

- Lynn Weddle, Senior Director Operations Development, Providence St. Joseph Health, Missoula, MT
  - BS Industrial Engineering and Operations Research (Systems Engineering)  MS Manufacturing Management
  - 20 Years Manufacturing
  - 10 Years Healthcare

- Carol Bensen
  - MSN, BSN
  - 37 years as an RN
  - 25 Years as a Nursing Leader
Who Are We?
Who Are We?
Who Are We?

- Providence Health and Services
  - St. Patrick Hospital: Missoula MT
  - St. Joseph Hospital: Critical Access Hospital, Polson, MT
  - Providence Medical Group
- Tertiary Care Facility serving Western Montana and Eastern Idaho
- Top 50 Heart Hospital for 5 consecutive years
- Top 100 Hospitals: Truven Health
- ACS Level 2 Trauma Center
- TJC Certified Stroke Center
- Licensed beds 253
- Recognized for energy sustainability
Session Objectives

- Assess your improvement culture on multiple continuums
- Envision new structures for leadership across silos
- Identify methods for removing barriers to continuous improvement
Tool Deployment

Lean
HRO
Six Sigma
Theory of Constraints
PDSA
PDCA
RCA
ABC

All in good faith, all with good intentions
The Objectives

- Reduce Cost
- Improve Quality
- Improve Patient Satisfaction
- Increase Staff Engagement
- Increase Physician Satisfaction
- Improve Safety
Our Original Method

- Utilize Lean Tools
  - Kaizen Events
  - Projects to improve quality, reduce cost, etc.
Our Struggle

- Lots of projects, little sustainability
- Lean tools without a continuous improvement philosophy did not bring the successes that high-performing companies deliver
- Old structures and behaviors limited our progress
- Reset January 2012
The New Objective

- Build a High-Performing Organization
  - Continuously Improving In the Areas of Strategic Importance to the Ministries and System
    - Affordability
    - Patient Experience
      - Access
      - Experience of Care
    - Clinical Quality
    - Caregiver Experience
High-Performing Organizations

- Organizations are not a set of Graphs and Metrics
- Nor are they a set of Tools (Lean, Six Sigma, PDSA, RCA, FMEA, HRO, TOC, etcetera)
- They are a set of People and Behaviors—combining to Create a Culture that is always moving the Organization forward

What Behaviors??
Culture Dimensions

Behaviors Relating to:
- Communication
- Problem Solving and Decision Making
- Teams
- Vision and Business Strategy
- Performance Measures
- Recognition
- Conflict
- Alignment
Review and Assess your Culture

- We will review each dimension in a bit more detail.
- At your table, discuss (2 minutes) your view of your organization, compare with others—are you further to the right or left?
- Using the handout, place an x along the continuum at a place that represents your view of your entity’s current place on the continuum—
- Co-workers should do one handout as a team to get a better picture of their organization (each person puts an x on the same sheet of paper).
## Communication

### Traditional Behaviors and Assumptions
- Chiefs are the only ones who need to know
- People are chastised
- “Shut up and do it”
- Worker’s role is to follow orders
- Blame Oriented
- “Ready – fire – aim”
- Information shared on a need-to-know basis only
- Silo information mentality
- People can’t be trusted with information

### High Performance Behaviors and Assumptions
- Everyone has useful information
- Easily accessible information
- Everyone can question anything
- People can be trusted with information
- Information flow is omni-directional
- Financial information is freely shared
- Shared information from all levels produces better results and alignment.
- Mistakes are reviewed as learning opportunities
## Problem Solving and Decision Making

### Traditional Behaviors and Assumptions

- Managers/supervisors assume they know the whole "story"
- No faith shown in the ability of others to make the right decisions
- Input might be solicited but then is not used
- Recognition not given for solutions coming up from lower levels of the organization
- Ineffective process used in data gathering

### High Performance Behaviors and Assumptions

- Team approach used for problem-solving
- Brainstorming used frequently in looking for possible solutions
- Input solicited at all levels particularly from those in the affected areas
- Recognition given to those contributing to the process
- Cross-functional teams are involved in the policy-making process
# Teams

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<tr>
<th>1</th>
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<th>4</th>
<th>5</th>
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</thead>
<tbody>
<tr>
<td>Managers assign individual jobs</td>
<td>Managers appoint teams for special projects</td>
<td>Cross-functional teams are empowered to identify problems and take action</td>
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</table>

## Traditional Behaviors and Assumptions

- Jobs are assigned by managers/supervisors
- Cross-training is nonexistent
- Individual incentive pay
- Job descriptions are vague or do not exist
- Managers do the decision-making and problem-solving

## High Performance Behaviors and Assumptions

- Team environment exists
- Cross-training is done and tracked on cross-training matrix
- Team members deal with day-to-day issues within the team
- Teams are empowered to make decisions regarding work assignments and schedules
- Hiring/firing is within the scope of the team’s responsibilities
- Incentives and rewards are based on team performance vs. individual performance

*Wisconsin Extension Partnership, Building a Lean Culture, 2nd edition, 2002*
## Vision and Business Strategy

Our vision is known only by a select few leaders

Our vision is communicated, but isn’t well understood or supported

Our people know how the business is performing in relation to the vision

<table>
<thead>
<tr>
<th>Traditional Behaviors and Assumptions</th>
<th>High Performance Behaviors and Assumptions</th>
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<tbody>
<tr>
<td>• Vision is written but poorly understood</td>
<td>• Company has a short-term and long-term business plan</td>
</tr>
<tr>
<td>• Only upper management knows the direction in which the organization is going</td>
<td>• Strategic plan is clear and reviewed periodically</td>
</tr>
<tr>
<td>• Performance measures do not exist or are not shared with others</td>
<td>• Vision is known and understood at all levels</td>
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<tr>
<td></td>
<td>• Values of the organization are lived and support the vision</td>
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# Performance Measures

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<tr>
<td>We measure individual efficiency</td>
<td>We measure individual performance and contributions to the organization</td>
<td></td>
<td>We measure team accomplishments</td>
<td></td>
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</table>

## Traditional Behaviors and Assumptions

- All incentive and recognition for performance is individual
- Performance is task-focused versus overall effectiveness
- Tied to individual job versus impact to the organization
- Focuses on short-term only

## High Performance Behaviors and Assumptions

- Team performance is measured and recognized/rewarded
- Team takes an active role in setting goals and measurements
- Members of the team participate in assessing the performance of team members and the team as a whole
- Assure that goals support both long-term and short-team strategies
## Recognition

### Traditional Behaviors and Assumptions
- People receive only negative feedback
- “No news is good news” (only problems/concerns are communicated)
- Feedback/recognition are very infrequent

### High Performance Behaviors and Assumptions
- Team individuals are recognized for progress achieved toward organizational goals
- Peer-to-peer recognition freely occurs
- Recognition is timely and specific, delivered in positive manner
- Recognition occurs on regular basis as daily situation warrants it
Conflict

We avoid or ignore conflict until it explodes

We usually focus on blaming the person instead of correcting the process

We welcome conflict as an opportunity for improvement, and use a process for resolution and prevention

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<tr>
<td>• Conflict viewed as a negative occurrence, inhibiting open and honest communication</td>
<td>• Conflict viewed as an opportunity for improvement</td>
</tr>
<tr>
<td>• People do not understand value of differing points of view that lead to conflict</td>
<td>• People welcome the opportunity to discuss differing viewpoints and process differing ideas</td>
</tr>
<tr>
<td>• Lack of understanding of how to deal with conflict, so conflicts are avoided</td>
<td>• People skilled at expressing differing viewpoints in constructive manner and processing them to achieve a win-win approach to situations</td>
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## Alignment

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<tbody>
<tr>
<td>Each person and unit in our company tries to succeed separately</td>
<td>We functional interdependently</td>
<td>Everyone’s priorities and actions are consistent with enterprise goals</td>
<td></td>
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### Traditional Behaviors and Assumptions

- Each person operates individually
- Lack of understanding of how individual efforts affect other areas and organizational performance
- People are concerned about and focused on optimizing their “sphere of influence”
- People are focused on “I” instead of “we”

### High Performance Behaviors and Assumptions

- Each person has a clear understanding of how they need to support the organization’s goals
- Everyone has a clear understanding of results expected by internal and external customers to realize organizational goals
- People operate effectively as members of a larger group as they understand results and behaviors needed to support larger organization goals
- Team members’ priorities support achievement of organizational goals

Assessment

In general, where are your organization’s behavior and assumptions?
Move to the Right—How We Need to Act

High Performing Organization Behaviors

- We measure team accomplishments
- Everyone identifies and solves problems
- People are well informed and freely inform others
- Our people know how we are performing in relation to the vision
- Cross Functional Teams are empowered to take action
- Everyone’s priorities and actions are consistent with enterprise goals
- We welcome conflict as an opportunity
- Our people are recognized and praised freely at all levels
Our Innovation at St Patrick Hospital

“Act Our Way to a New Way of Thinking” – tear down the barriers to rapid improvement by formally grouping operational leaders, physicians, and staff members from many disparate departments into management teams that operate patient-centered value streams.
Let’s Break this Down

Value Streams
Management Teams
Disparate Departments
Patient Centered
What is a Value Stream?

- A Value Stream is the series of processes required to deliver an item or service of value to a customer.
- There is a request segment and a value creation segment
- Value Streams are depicted on Value Stream Maps
Emergency Room Value Stream

- ED Registration
- Triage
- Exam
- Treatment
- Lab / Radiology
- Admit?
  - Yes: Inpatient Unit
  - No: Discharge
International Heart Institute Clinic Visit
What is Management?

- The achievement of pre-determined objectives through others...

- What should the objective be?
  - Draw all the labs on time for least labor possible?
  - Accurately diagnose and accurately treat the patient as quickly as possible?
Functional Management

- People are grouped by function (the duties they perform)
- Performance of the function is measured in isolation—we have functional objectives
- We optimize within the function, not within the enterprise—everyone tends to optimize their own function
- People are loyal to their function and understand it well—but are not always loyal to other functions (because they don’t understand them well)
What is Functional Management?
Value Stream Management

- People are grouped by the product or service they deliver
- Performance is measured from the point of view of the patient (access, affordability, quality, satisfaction) when viewing that product or service
- We optimize the value stream’s performance, not the function’s performance
- People are loyal to their function and the value stream—they understand both well. They are not always loyal to other value streams (if they don’t understand them well 😊)
What is Value Stream Management?

**Surgical Value Stream Owner**
- Histologist
- Rad Tech
- Pharmacist
- OR RN
- Ortho Unit RN
- Purchasing Agent
- Social Worker

**Outpatient Visit Value Stream Owner**
- Access Clerk
- Scheduler
- Informaticist
- Decision Support
- Rad Tech
- Phlebotomist
- Physical Therapist
- Proc Imp Consultant
Roles in Value Stream Management

**Owner**

- Responsible for the overall performance of the value stream
- Prioritizes value stream improvements
- Uses process improvement tools and techniques as part of establishing a continuous improvement culture
- Coordinates multi-disciplinary resources in support of value stream performance
- Is responsible for the scheduling of the value stream
Roles in Value Stream Management

Owner

- Provides leadership to the value stream management team
- Brings value stream performance barriers forward to administration and shared services leadership for transparent discussion and resolution
- Ultimately responsible, along with the team members, for building a high-performing value stream (patient centered, high quality, responsive to customer needs, low cost)
Roles in Value Stream Management

Team Member

- Accountable for value stream performance as part of a multi-disciplinary management team
- Responsible for representing the needs of the value stream to their respective functional department and working to develop processes that serve the needs of both the value stream and the home department in a win–win arrangement
- Responsible for reducing waste in the value stream and for becoming versed in improvement principles and tool through education and practice.
Roles in Value Stream Management

One-Up Manager of a Team Member

- Support their direct report in the value stream management work—do not set up conflicts, do provide time and backfill as necessary
- Operate as a manager in a matrix relationship
- Confer with the value stream owner on the management team member’s performance
- Incorporate value stream management duties and goals into the management team member’s work day and their PMP
Roles in Value Stream Management

One-Up Manager of a Team Member

- Review performance with input from the value stream owner
- Develop **customized processes** tailored to the various value streams you may support in win–win arrangements for your department and the value stream
Roles in Value Stream Management

Executive Sponsors

- Rigorous review and recognition of the Value Stream’s performance through regular stand-up meetings
- Support the owner and members in removing barriers at any level
- Assist one-up managers in devising methods to support their VS team-member staff
- Remain knowledgeable of the challenges and successes of the team, visit regularly—”go and see”
- Communication of progress to the larger Regional audience
- Keep the teams aligned with vision and strategy
Executive Engagement Activity

- Coaching and Training in Continuous Improvement and in Supporting the Problem Solvers
- Executive Stand-Up Review Biweekly—New VS Teams (<8 months)
- Presentation to Executive or Leadership Council Bi-monthly—Established VS Teams
- Executive Rounding scheduled
- Sponsor Coach within support network
Act Our Way into a New Way of Thinking—Tie in the Model

- High Performing Organization Behaviors
  - We measure team accomplishments
  - Everyone identifies and solves problems
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  - Cross Functional Teams are empowered to take action
  - Everyone’s priorities and actions are consistent with enterprise goals
  - We welcome conflict as an opportunity
  - Our people are recognized and praised freely at all levels
Envision a VS Team at Work for You

- Cross-functional team to manage a value stream—set goals, problem solve, prioritize, make decisions, negotiate across disciplines, optimize

- What barriers do you see?
  - Discuss at your table and isolate any common themes
Resistance to Change

is NOT a Barrier
It IS a reality!
Stages of Change

- Denial
- Resistance
- Experiment **
- Adopt
### Resistance Model

<table>
<thead>
<tr>
<th>I get</th>
<th>I don't get</th>
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</thead>
<tbody>
<tr>
<td><strong>Winner</strong></td>
<td><strong>Loser</strong></td>
</tr>
<tr>
<td><strong>Victim</strong></td>
<td><strong>Resistor</strong></td>
</tr>
</tbody>
</table>

**What I want**

- Winner
- Victim

**What I don't want**

- Loser
- Resistor
No Time

- Free up time in your day:
  - Move to 30 minute meetings for committees and governance structures
  - Question if we can review proposals and vote via email
  - Don’t problem solve in the meeting unless it is a problem-solving meeting
  - Move content of a meeting into the oversight of the VS (kill two birds with one stone)
  - Recognize this as more resource towards your work, not less
People Won’t Play Nice Together

- Bring the executives to the idea as a group (cannot be one person’s idea)
- Align goals for the executive team first, then the VS teams
- Understand the root of the conflict and remove it—budgets, credit, metrics, other pressures
- Call it out—constructively
- Conduct Team Building Training as a team for each VS
  - Six Thinking Hats (Edward De Bono)
The Questions to be Asked

What information do we have?
What information do we need?

What are the good things about this?
What are the strengths and pluses?
How will it help us?
Why will it work?

How do I feel about this right now?

What is our focus?
What thinking is needed?
What have we done so far?
What do we do next?

What are the minuses about this?
What are the weaknesses?
What might go wrong with this?

What is possible?
What ideas do you have?
People won’t participate

- Launch a pilot group of teams with visibility and leadership
- Engage physician leaders
- Structured executive engagement
- Regular updates on progress of the role out to the executive team
- Invite one-up managers to all report outs—they are a part of the model
- Start with a Support Network in place
- Provide supporting training—A3 problem solving, Accountability Process, Improvement Routine, Value Stream mapping, etc.
Meetings Are Not Effective

- Have shorter meetings more often
- We don’t have a common problem-solving language or methodology
  - Choose one to start with, expand from there
  - PDSA or A3 Thinking
  - Bring on an expert who can work in the structure and teach ongoing classes
- Plan the agenda and prioritize the work—cannot do everything at the same time
Nothing Sticks

- Measure results daily—every miss (Accountability Process)
- Root Cause, Countermeasure, Rapid Cycle Test, Result

Immunizations
EKG Order Entry
Case Pick Errors
Co-pay requests
Nothing Sticks

- Utilize Change Management tools
  - Stakeholder Analysis
  - Provide Up-pressure: increased presence during test and deployment, staff to the level needed to learn while learning, rewards and recognition, visibility
- Fair and Just Accountability analysis will help separate system issues from performance issues
It is not a priority of my one-up

- You must have the support of a reinforcing sponsor—someone who has full span of control over the participants that are the targets of the change
  - Generate Sponsorship and Negotiate with your Sponsor
  - Ask for specific Reinforcing Actions from your Sponsor
There Will be Barriers

- Many will have some, few will have all!
- Identify them, plan for them, and remove them to the degree you can
- Use a team and don’t go back, iterate forward
Our Evolution

- Piloted Four Value Stream Teams Dec 2013
  - Inpatient
  - Outpatient
  - IHI Clinic
  - Surgical Services
- Kicked off Five More Teams Sept 2014
  - Montana Cancer Center Clinic and Chemo
  - Cath Lab
  - Endo
  - ED
  - PMG Grant Creek
- Two More June 2015
  - Family Maternity Center
  - SJMC Clinic
- Three More Jan 2016
  - SJMC Med Surg Unit
  - Psychiatric Inpatient
  - Lab
- Two More September 2016
  - Spine and Pain Clinic
  - PMG Primary Care Clinics
Accomplishments

- Capability and capacity to change rapidly—we are nimble and responsive
- We have a structure that can take on any initiative
- We lead the system in bringing solutions forward
- People believe that we can do anything—we are winners
- We are making sustained improvements on many fronts—we are becoming *highly reliable*
In Summary

Reach for High-Performing Organization Behaviors

Multi-disciplinary Value Stream Teams define the daily work through problem solving and root cause analysis, through understanding the evidence and conducting rapid cycle tests.

The organization sustains the work through huddles, the accountability process, and executive engagement in reviews and stand-up.

Act Your Way into a New Way of Thinking
Make a Plan to Initiate Change

- Discuss with your group the next best steps you can take to “move to the right”
- Add something to your calendar!
Other Performance Results

- Will be presented at session