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Welcome to:  
QIA Tutorial: Quality Improvement and LEAN

The webinar will begin momentarily!



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# Lean Healthcare: Simplify Process, Develop People, Improve Quality

March 20, 2018

# Welcome/Opening Remarks

Jeanine Pilgrim, Quality Improvement Director  
IPRO ESRD Network Program



# Reminders

- All phone lines will be muted
- Please submit ALL questions and comments via chat at any time
- There will be breaks for answering Q & A

# Agenda

- Review: Why Lean Thinking?
- IPRO's LEAN Journey
- Quality Improvement and Lean
- Purpose: What value for patients/family members/care partners
- Process: How to continuously improve
- People: How to engage and develop employees
- Review Tools: Performance Board/Education Station
- Resources

# Today's Presenters



*Barbara Schwartz, IPRO  
Senior Director  
Marketing and  
Communications*



*Anna Bennett,  
NW2 Quality  
Improvement  
Coordinator*



*Jeanine Pilgrim,  
NW2 Quality  
Improvement  
Director*

# Lean History

- Started in manufacturing Toyota Post WWII
  - A series of simple innovations
  - Provided both continuity in process flow and a wide variety in product offerings

# Why Lean?

- Lean in Healthcare: In Hospitals, at CMS, at IPRO
- Many principals are ALREADY in use
- Using less to do more
- Rapid Process Improvement
  - identifiable
  - can be controlled and allow for changes in process/practice to be made



# IPRO's LEAN Journey

- ESRD Lean Model Cell
  - March 2017 began to learn tools, principles, and management system behaviors required for a Lean transformation.
- Visual Management
  - Performance Boards
- Huddles
  - Weekly 15 min review
- Management Walkrounds (Gemba)
  - Monthly
  - Formal Report Out



# Quality Improvement and Lean

## Working to improve our Quality Improvement Activities (QIAs)

- Reducing waste
  - Trying to reduce excessive reporting
- Streamlining
  - Working to coordinate activities between QIAs
  - Education Stations to include Huddle Board Data
- Addressing Root Cause
  - Initial RCA
  - Reporting Monthly Successes and Barriers
- Quality Measures
  - Monthly Network Report Cards
  - Posting Step Progress at Education Stations
- All Teach-All Learn
  - ESRD NCC LANs (bi Monthly)
  - Patient Peer Mentors
  - Technician Training
  - Monthly Facility Management Walkrounds (Gemba)

Questions or Comments?



# Purpose: What value?

- **Patients/Family Members/Care Partners**
  - Access to Home Therapies
  - Education
  - Better Health
  - Control
- **Staff**
  - A culture of inclusion
  - Education
  - Management Buy in
  - Exposure to Quality Improvement and Lean Principals

## Process: How to continuously improve

- **Public Data**
  - Shared Goals
  - Better understanding of priorities
  - Sharing success
  - Fostering inclusion in problem solving
- **Goal Setting**
  - Fosters personal and professional improvement
  - Improved environment
- **Suggestions for Improvement**
  - Inclusive
  - Culture Change
- **Celebrate Achievement**
  - Team Building

POLL

**Are you familiar with LEAN?**

**Does your team already Huddle?**

# People: Engage and Develop

- **Creative Education**
  - Defining your audience (Care Partners/Family Members)
  - Better understanding of priorities
  - Sharing success
  - Fostering inclusion in problem solving
- **Goal Setting**
  - Fosters personal and professional improvement
  - Improved environment
- **Suggestions for Improvement**
  - Inclusive
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## Tool: Performance Board/Education Station

- **Public Space**
  - Acts as your Huddle Board as well:
    - Update Data Weekly
  - Integrate Suggestion Box
  - Educational Materials
  - Promote Events
  - Publicize Leaders (Peer Mentors and Lead Educators)
  - **Network Tool: Education Station Guidelines**



# Unconditional Teamwork

## Tool: Weekly Huddle

- Held at the Education Station
- Update Data Weekly
- Integrate Suggestion Box
- **TRANSPARENCY**
- **Network Tool: Suggested Huddle Agenda**

<b>&lt;Insert Team Name Here&gt;</b>		
<b>Huddle Board Meeting Agenda</b>		
Meeting Day(s)		
Meeting Time		
Meeting Duration		
Facilitator		
Location and/or Webx		
Agenda Item	Time to Topic	Supporting Performance Board Visual and or Document
Attendance	30 Seconds	Attendance Sheet ...
QIA Status	5 Minutes	
- On Time		Seven Steps Visual...
- Workload Balancing		Needs of Team (Report to Network as Barriers)
- Quality		Education Barriers/Needs (Staff and Patient)
Idea Tracking and Review	5 Minutes	Idea Cards, Idea Tracking Sheet ...
Kaizen Status	2 Minutes	A3s, ...
Team Recognition & Announcements	2 Minutes	Awards, Celebrations, Company Announcements

# Reference

**Institute for Healthcare Improvement (IHI) Resources**

<http://www.ihl.org/>

**IHI Paper:** [Going Lean in Healthcare](#)

**IHI Video Activity:** [A comparison LEAN and QI](#)

## **Compass Affiliates**

- Lean Self Assessment : <http://compassaffiliates.com/lean-self-assessment/>

# POLL

Questions or Comments?



# Closing Remarks

- Review: Why Lean Thinking?
- IPRO's LEAN Journey
- Quality Improvement and Lean
- Purpose: What value for patients/family members/care partners
- Process: How to continuously improve
- People: How to engage and develop employees
- Review Tools: Performance Board/Education Station, Resources
- Fill out our Webinar Assessment
  - Help us improve to meet YOUR needs.

# Stay in Touch!

- Newsletters/Alerts
  - <https://tinyurl.com/ESRDNW2-6>
- Facebook
  - <https://www.facebook.com/IPROESRDProgram>
- Website
  - [esrd.ipro.org](http://esrd.ipro.org)



# Thank You



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