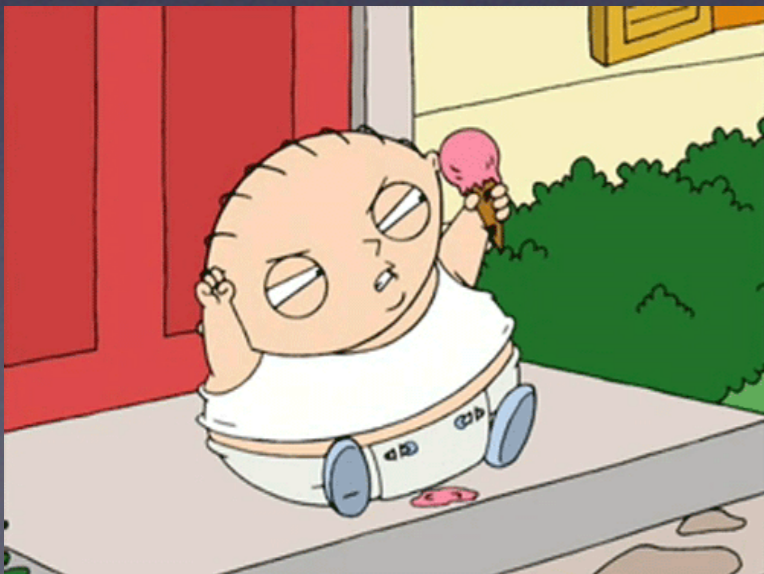


# Going Lean: A Lesson in Change Management

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# Objectives

- To understand the basic concepts of Lean
- To learn how to identify key stakeholders
- Describe the advantage of single piece flow vs. batching

# Overview

- Basics of Lean
- Quick review of change management
- Things to consider before starting
- Process
- Riley

# Why Should We Care?

- Essential to adopt this kind of mindset in the current VBP environment
- Safer
- More efficient

# Terms

- gemba
- jidoka
- poka yoke
- heijunka
- kaizen

# What is Lean?

- A philosophy
- An organizational culture
- Looking at the timeline from when a medication order is written to the time a medication is administered. We reduce that timeline by removing waste.

# A Little More Detail

- Work is designed as a series of ongoing experiments that immediately reveal problems
- Problems are addressed immediately through rapid experimentation
- Solutions are disseminated adaptively through collaborative experimentation
- People at all levels of the organization are taught to become experimentalists

# Lean

Goals: Safety, Quality, Time, Cost, Morale

## Flow

Prevent delays

Value stream  
focus

Pull systems

Right care, right  
place, right time

Heijunka  
(Level Loading)



## Quality

Identify root  
causes

Prevent errors  
at the source

Involve  
employees

Avoid blame

**Standardized Work** (Continuous Improvement)

Kaizen

# Key Lean Concepts

- Standardized work
- Employee Driven
- Visual Management
- Doesn't have to be fancy or high tech
  - Tape and cork board are your friends

# Change Management

- Change management is a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state

# Eight Steps

- Establishing a sense of urgency
- Forming a powerful guiding coalition
- Creating a vision
- Communicating the vision
- Empowering others to act on the vision
- Planning for and creating short-term wins
- Consolidating improvements and producing still more change
- Institutionalizing new approaches

# Keys to consider

- MINDSET
- Four legs to the table
  - The C suite
  - The staff
  - Choosing the right projects
  - Communication

# Mindset

- Study
- Be Patient
- Prepare to spend more time in the gemba
- Humility
  - Don't be afraid to not know
- No problems is a problem
- Don't be stingy on office supplies

# Before You Jump

- Lay the groundwork
- Don't be in a rush
- Identify all stakeholders
- Not creating a sufficient sense of urgency can be a fatal mistake

# The C Suite

- Assess your audience
  - Your organization may not be ready
- Urgency
  - Manufacture a crisis?
  - Consultants can be handy
- Be realistic about the benefits
- Patience
  - This is about sustainable change, not short term gain

# The Staff

- Respect for employees
- Respect may not mean making people happy
- Address fears head on
- Give everyone at least basic training
- Can be used to develop staff as leaders

# Choosing the Right Projects

- Set the foundation and expectation
- Plan for some early wins
- Don't go for home runs
- Remember this isn't a process that ends

# Communication

- Undercommunicating by a factor of ten
- Rule of thumb
  - You should be able to communicate the objectives to someone in five minutes or less and get a reaction of understanding and interest

# Process

- Form your team
  - Choosing who is on the team is the most important decision you can make
  - Work with your team to draft a vision
  - Multidisciplinary is key
- Form your steering committee
  - You want to show high level support

# Process

- Find them some space
- Daily huddles
- Shift huddles
- Dashboard
- Comment board

# Riley

- 451 Beds
- 17,867 Admissions
- ~100,000 doses dispensed
- 68 FTE
- New Pharmacy opened in Sept. 2010
- 797 compliant IV room
- Carousels
- Bedside Bar Coding
- ADM

# Projects Pursued

- Single piece flow
- Move to Q 2 hour batch fill for orals and IV's
- Redesign delivery routes
- Develop metrics to measure pharmacy performance

# Pharmacy Metrics

- Number of orders entered PO & IV
- TAT
- Stock outs
- Med Requests
- Errors
- Waste>Returns

# Reduce Waste of Medications

	Returns	Annual Impact
Pre Lean Project (24hr Oral Batch)	7.5%	\$900,000
Current (2hr Oral Batch)	4.5%	\$540,000

# Returns

Reason for return	
Discharged	40%
No reason	16.4%
Discontinued	12.9%
Drug expired	12.4%
Dosage change	9.8%

# Challenges

- Silos
- Going in unexpected directions
- Staying focused
- Following the data

# Challenges

- Getting data from the IT system
- Physical Layout

# Keys to Focus On

- Make sure you have near complete success at one step before moving on to the next step
- Transparency builds trust
- Accept that you won't get it right the first time (this is a key cultural shift)

# Tools

- Organizational culture assessment
- Stakeholder identification tool
- Tape
- Post-it notes

# Suggested Readings

- Lean Hospital, Mark Graban
- On Change, Harvard Business Review
- Fixing Healthcare From Inside & Out, Harvard Business Review

Questions?