Improving Culture & Employee Engagement with Lean Tools

Jim R. Gebhart, FACHE
President
Mercy Hospital
Oklahoma City, Oklahoma USA
• Introductions
• The Need
• The Process
• The Results
Oklahoma City

- 3rd largest city in the United States
- Diversified industry
  - Aerospace
  - Energy
  - BioScience
  - Manufacturing
  - Healthcare
  - International
  - Government
Where We Serve

Headquartered in St. Louis with a multi-state footprint.

Home of the world’s largest single hub TeleICU, supporting Mercy and other health care systems nationwide.

Opening the first of its kind virtual care center in July 2015.

- 187 year legacy
- 33 hospitals
- 300 outpatient facilities
- 2,200 integrated physicians
- 39,000 co-workers
- 5th largest Catholic system
Year in Review 2015
Mercy Hospital Oklahoma City

Designation/Accreditations
- SAVI Center of Excellence
- ASGE Center of Excellence
- Joint Commission Certification for Advanced Stroke Center
- Certified Healthy Business
- Joint Commission Top Performer

AWARDS and ACCOMPLISHMENTS
- NRC perception - best overall quality, image/reputation, doctors, nurses
- PRC patient satisfaction
  - Place to work
  - Communication
  - Immediate supervisor
  - Overall empowerment
  - Senior leadership
  - Teamwork within department
  - Training and professional development
- Readers' Choice Best Place to Have a Baby
“The simplest and most practical lesson I know...is to resolve to be good today, but better tomorrow.”

Catherine McAuley
Founder, Sisters of Mercy
Dublin, Ireland 1827
Lean thinking....the why
Periods in the development of thinking

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Focus on</th>
<th>Approach</th>
<th>Industry Sector</th>
<th>Typical Activity in This Phase</th>
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<tbody>
<tr>
<td>1980-1990</td>
<td>Production cell and line</td>
<td>Highly prescriptive, using lean tools</td>
<td>Automotive—vehicle assembly</td>
<td>Application of JIT-techniques, 5s, kanban</td>
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<td>1990- mid-90s</td>
<td>Shop-floor</td>
<td>Highly prescriptive, imitating lean organizations</td>
<td>Automotive—vehicle and component assembly</td>
<td>Emulation of successful lean organizations, training and TQM</td>
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<td>Mid-90s-1999</td>
<td>Value stream</td>
<td>Prescriptive, applying lean principles</td>
<td>Manufacturing in general—often focused on repetitive manufacturing</td>
<td>Improving flow; process-based improvements, collaboration in the supply chain</td>
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<td>2000+</td>
<td>Value system</td>
<td>Integrative, using different management instruments</td>
<td>High and low volume manufacturing, extension into service sectors</td>
<td>Improving customer value to improve organizational alignment. Decrease variability</td>
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</tbody>
</table>

**Improving customer value to improve organizational alignment.**

**Decrease variability**
Do No Harm

- **440,000** people die every year from hospital errors, injuries, accidents, and infections
- **1 out of every 25** patients develops an infection while in the hospital—an infection that didn’t have to happen.
- A Medicare patient has a **1 in 4** chance of experiencing injury, harm or death when admitted to a hospital
- Today alone, more than **1,000** people will die because of a preventable hospital error
## International Ranking for Medical Procedures

<table>
<thead>
<tr>
<th>Procedure</th>
<th>United States</th>
<th>Rank compared with OECD countries</th>
<th>OECD average</th>
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<tbody>
<tr>
<td>MRI units</td>
<td>31.6 per million population</td>
<td>2nd</td>
<td>12.5 per million population</td>
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<td>MRI exams</td>
<td>97.7 per 1,000 population</td>
<td>2nd</td>
<td>46.3 per 1,000 population</td>
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<td>CT scanners</td>
<td>40.7 per million population</td>
<td>3rd</td>
<td>22.6 per million population</td>
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<td>CT exams</td>
<td>265.0 per 1,000 population</td>
<td>3rd</td>
<td>123.8 per 1,000 population</td>
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<td>Tonsillectomy</td>
<td>254.4 per 100,000 population</td>
<td>1st</td>
<td>130.1 per 100,000 population</td>
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<td>Coronary bypass</td>
<td>79.0 per 100,000 population</td>
<td>3rd</td>
<td>47.3 per 100,000 population</td>
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<td>Knee replacements</td>
<td>226.0 per 100,000 population</td>
<td>1st</td>
<td>121.6 per 100,000 population</td>
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<tr>
<td>Caesarean sections</td>
<td>32.9 per 100 live births</td>
<td>6th</td>
<td>26.1 per 100 live births</td>
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</table>

*Source: OECD Health Data 2012.*
At 17.6% of GDP in 2010, US health spending is one and a half as much as any other country, and nearly twice the OECD average.

Total health expenditure as a share of GDP, 2010 (or nearest year)

1. In the Netherlands, it is not possible to clearly distinguish the public and private share related to investments.
2. Total expenditure excluding investments.
Information on data for Israel: http://dx.doi.org/10.1787/888932315602.

Source: OECD Health Data 2012.
I'm sorry.

For what?

That we didn't move forward with Lean. Why did it fail?

Too big a scale at first, didn't have the right focus.
Plan
DO
STUDY
Act

Unconscious Incompetence vs. Conscious Incompetence

Please DO something already!
First Things First

Lean is a cultural transformation.

It changes how an organization works and thinks.

It requires new habits, new skills, and often a new attitude throughout the organization from senior leadership to front line service providers.
Lean & Employee Engagement

FIVE PRINCIPLES OF LEAN THINKING

• Provide the value customers actually desire
• Identify the value stream and eliminate waste
• Line up the remaining steps to create continuous flow
• Pull production based on customers consumption
• Start over in a pursuit of perfection “the happy situation of perfect value provided with zero waste”

LEAD DIFFERENTLY
Out of Sight, Out of Mind

What We are Missing in the “Gemba”?
HUMILITY
LISTENING
Yogi Berra

“You can see a lot just by looking.”

Sherlock Holmes

“You see, but you do not observe.”
“Excellence is never an accident. It is always the result of high intention, sincere effort, and intelligent execution; it represents the wise choice of many alternatives - choice, not chance, determines your destiny.”
DISCIPLINE
Five Dimensions of Excellence

Our Mission
As the Sisters of Mercy before us, we bring to life the healing ministry of Jesus through our compassionate care and exceptional service.

Clinical Excellence
- Evidence-based decisions
- System of care

Service Excellence
- Best-in-class patient & customer experience

Community Excellence
- Demonstrated commitment to community service

Cultural Excellence
- Best-in-class physician engagement/experience
- Best-in-class co-worker engagement/experience
- Deep Christian/Catholic/Mercy identity

Stewardship Excellence
- Growth in areas of need
- Strong financial stewardship
- Improved operating margin
Why go to GEMBA?
Answering patient call lights
Don’t let a bad experience go to waste.
How water would be good.
Lean gets RESULTS
National results.... we're making improvements

2010 to 2013 the country saw 1.3 million fewer hospital-acquired conditions – a 17% decrease

14% reduction in catheter-associated urinary tract infections

20% reduction in pressure ulcers

44% reduction in adverse drug events

$12 billion was saved in health care costs during the three-year time span
Local results… we’re making improvements

- **64%** reduction in Hospital Acquired Infections (2014-15)
- **All 12** elements of Culture of Safety Survey showed **improvement**
- **4.7** point improvement overall
- **Higher** than national benchmarks in **all** categories
- **78%** reduction in Hospital Acquired Pressure Ulcers (2014-15)
Local results.... we’re making improvements

- **11.3 point improvement** as place to work (nationally a 20 percentile point improvement in ranking)
- **Improvement** in **every** engagement element
- **Higher ranking** on every engagement element as compared to Mercy Ministry average
- Outpatient satisfaction scores improved by **4.3 points** year/year
AHRQ* Hospital Survey on Patient Safety (HSOPS) 2015

*Agency for Healthcare Research and Quality

**Approximate - 1655 Total Participants of 2200 Eligible
Mercy Hospital OKC Overall Percent Positive Response

Graph showing the overall percent positive response from 2009 to 2015, with the following data points:
- 2009: 60.1%
- 2013: 61.0%
- 2015: 65.7%

The graph also includes a benchmark for 300-399 bed facilities, remaining at 62% for the entire period.
MHOKC 2015 HSOPS Results
Difference from 300-399 Bed AHRQ Benchmark

Feedback & communication about error: -2.6%
Communication openness: 7.2%
Supervisor/mgr expectations & actions promoting safety: 7.0%
Nonpunitive response to error: 6.8%
Organizational learning - continuous improvement: 5.5%
Frequency of events reported: 4.5%
Teamwork within units: 4.2%
Hospital mgmt support for patient safety: 2.7%
Overall perceptions of safety: 2.3%
Hospital handoffs & transitions: 1.0%
Teamwork across hospital units: 0.8%
Staffing: -2.6%
MHOKC 2015 HSOPS Results
Movement from Previous Data

- Feedback & communication about error: 10.7%
- Organizational learning - continuous improvement: 8.2%
- Hospital mgmt support for patient safety: 7.7%
- Overall perceptions of safety: 5.5%
- Supervisor/mgr expectatations & actions promoting safety: 5.3%
- Teamwork across hospital units: 5.2%
- Communication openness: 5.0%
- Frequency of events reported: 4.6%
- Hospital handoffs & transitions: 3.5%
- Staffing: 3.5%
- Teamwork within units: 3.2%
- Nonpunitive response to error: 1.5%

MOVEMENT FROM PREVIOUS DATA:

- Feedback & communication about error: 10.7% (Increase from previous year)
- Organizational learning - continuous improvement: 8.2% (Stable from previous year)
- Hospital mgmt support for patient safety: 7.7% (Stable from previous year)
- Overall perceptions of safety: 5.5% (Stable from previous year)
- Supervisor/mgr expectatations & actions promoting safety: 5.3% (Stable from previous year)
- Teamwork across hospital units: 5.2% (Stable from previous year)
- Communication openness: 5.0% (Stable from previous year)
- Frequency of events reported: 4.6% (Stable from previous year)
- Hospital handoffs & transitions: 3.5% (Stable from previous year)
- Staffing: 3.5% (Stable from previous year)
- Teamwork within units: 3.2% (Stable from previous year)
- Nonpunitive response to error: 1.5% (Stable from previous year)
### Percent Excellent Comparisons

<table>
<thead>
<tr>
<th>Key Driver</th>
<th>Question</th>
<th>N of Cases</th>
<th>2013</th>
<th>2014</th>
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<th>2016</th>
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<th>PL Ranking*</th>
<th>Overall Ranking*</th>
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<td>Staff's Concern and Caring Attitude</td>
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<td>Focus on Health and Wellness</td>
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<td>Encouraging/Supporting Healthy Lifestyle</td>
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<td>3 Senior Leadership</td>
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<td>Support of Employees to Provide Excellent Service</td>
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<td>Appropriateness of Safety Measures Put in Place</td>
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<td>Teamwork Between Departments</td>
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<td>Promptness of Services of Other Departments</td>
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<td>Reliability of Other Members of Team or Work Group</td>
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<td>Exhibiting Behavior Consistent With Values</td>
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<td>Indirect Leader</td>
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<td>Creating and Sustaining Experience</td>
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<td>Level of Training Received to Achieve Career Goals</td>
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<td>Understand Impact of Strategy for Success</td>
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<td>Extent to Which Hospital Meets its Mission</td>
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<td>Extent Ministry Committed to Caring for Poor</td>
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*Significant improvement on every element*

*Higher PL ranking on every element as compared to Ministry average*

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*Process Level Ranking - Mercy Hospital Oklahoma City Percent Excellent Ranking compared to the 2014 Employee Norms*

*Overall Ranking - Overall Mercy Percent Excellent Ranking compared to the 2014 Employee Norms*

*Results suppressed for questions with < 5 employees responding*
MORE than a ONCE and done
Nuclear Medicine
New Improvement Board - Mock Up
New Metric Board - Mock-Up
Sometimes it is just that simple.