

BEFORE THE PRESENTATION STARTS, IMAGINE...

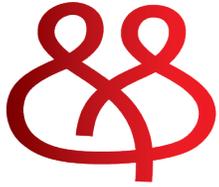
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- D) Quit and get a zero-stress job with local government, maybe the health department?





HRSA Ryan White HIV/AIDS Program

**CENTER FOR QUALITY
IMPROVEMENT & INNOVATION**

Making Lean Personal

Khalil Hassam, LSSBB

CQII Consultant

June 30, 2022



HRSA Ryan White HIV/AIDS Program

**CENTER FOR QUALITY
IMPROVEMENT & INNOVATION**

DISCLAIMER

- This is not a lecture session
- Show 10+ lean improvements you can be inspired by and adapt to your world



Poll

- Need: 4 bulbs

All ▾ bulbs

Fresh ▾ Whole Foods Prime Video Browsing History ▾ khalil's Amazon.com Help Best S

or "bulbs"

Amazon's Choice



SYLVANIA General Lighting 74765 A19 Efficient 8.5W Soft White 2700K 60W Equivalent A29 LED Light Bulb (24 Pack), 24 Count

★ ★ ★ ★ ★ 4,622

\$22⁷⁸ (\$0.95/Count) ~~\$39.99~~

prime | FREE Same-Day
FREE delivery **Today, Mar 2** on qualifying orders over \$35



Great Eagle A19 LED Light Bulb, 9W (60W Equivalent), UL Listed, 4000K (Cool White), 825 Lumens, Non-dimmable, Standard Replacement...

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Learning Objectives

1. What the heck is “**Lean**”?
2. Your **improvement superpower** – Lean Waste
3. **See 10+ Examples of Lean applied in daily work and home life**
 1. **Exam room supplies**
 2. Solve for **Schrödinger**
 3. Covid-19 headache
 4. Making **site visits** easier
 5. How to **make dinner faster**
 6. Improve **data digestion** for everyone
 7. How to buy light bulbs
 8. Saving 4.5 days a year **writing emails**
 9. Better team **accountability** and **transparency**
 10. World class **huddles**



Your Coach

2011



2014

DC Collaborative Case Presentation: QI Worksheet

1 Something that could use improvement is:

<Text>

I think this is happening because:

<Text>

I will know my change is an improvement by measuring:

<Text>

2 My first change idea to test is:

<Text>

My prediction of what will happen:

<Text>

What happened when I tested?

<Text>

4 Was this a suitable and sustainable intervention? If not, why? Should I adapt, adopt, or abandon this?

Adopt Next Steps: <Text>

Adapt

Abandon

Time I spent testing and implementing a solution: <Text> mins / hrs

Time, over a year, this solution will save me: <Text> (mins / hrs)

Other Benefits (less mistakes, better experience, etc.):

<Text>

3

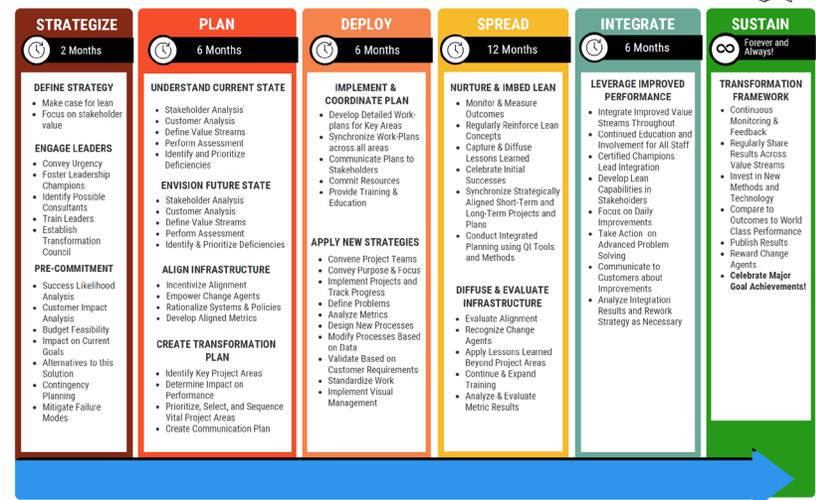
What I tried	Data Point 1	Data Point 2	Improved?
BASELINE			
1			
2			
3			
4			

Notes:

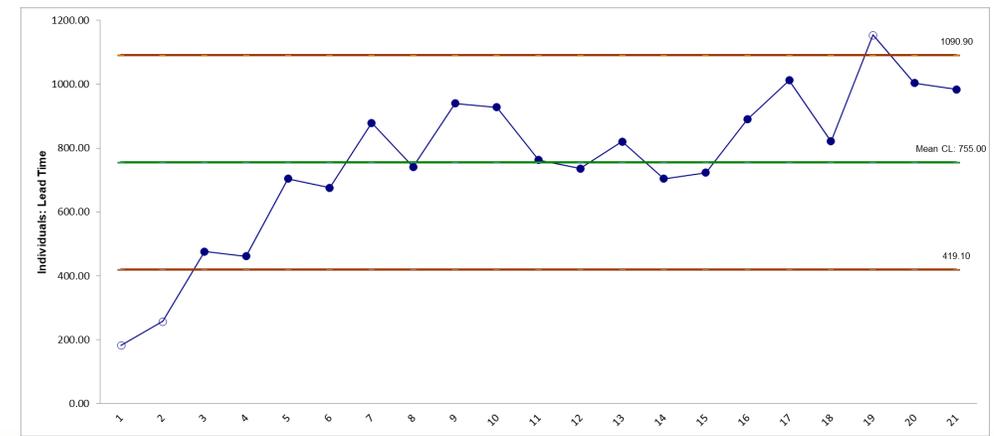
<Text>

2019

LEAN TRANSFORMATION ROAD MAP



2022



Your Coach



HRSA/HAB Expectations for Quality Improvement

- Must implement quality improvement activities aimed at improving patient care, health outcomes, and patient satisfaction.
- You have adequate infrastructure to support QI:
 - Committees, teams, plans, etc.
- Must use a *defined approach*
 - **Defined approach infers systematic evidence informed methodology**
- You not only review your data quarterly but you analyze the data

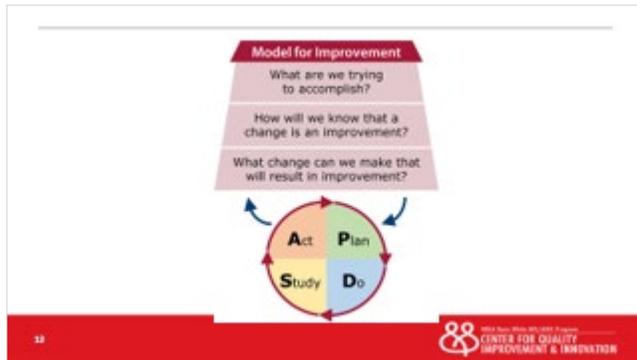


Importance of a defined approach

- Activities are more likely to result in improved outcomes when implemented in an organized, systematic fashion.
- It helps us understand if specific changes resulted in a positive impact.
- It gives us an easy-to-use framework to document our work.
- It is designed to make activities sustainable, scalable, and reproducible.



Defined Approaches to Quality Improvement



Lean

Waste – see it, eliminate it

Goal:

- Provide perfect value to the customer
- With a perfect process
- That has zero waste

How?

- CONTINUOUSLY IMPROVE EVERYTHING

Your training in

- PDCA/MP1
- DMAIC
- Root cause analysis

Can be expanded

HRSA Ryan White HIV/AIDS Program
CENTER FOR QUALITY IMPROVEMENT & INNOVATION

Ground Rules

1. Lean is simple!
2. You are my customer



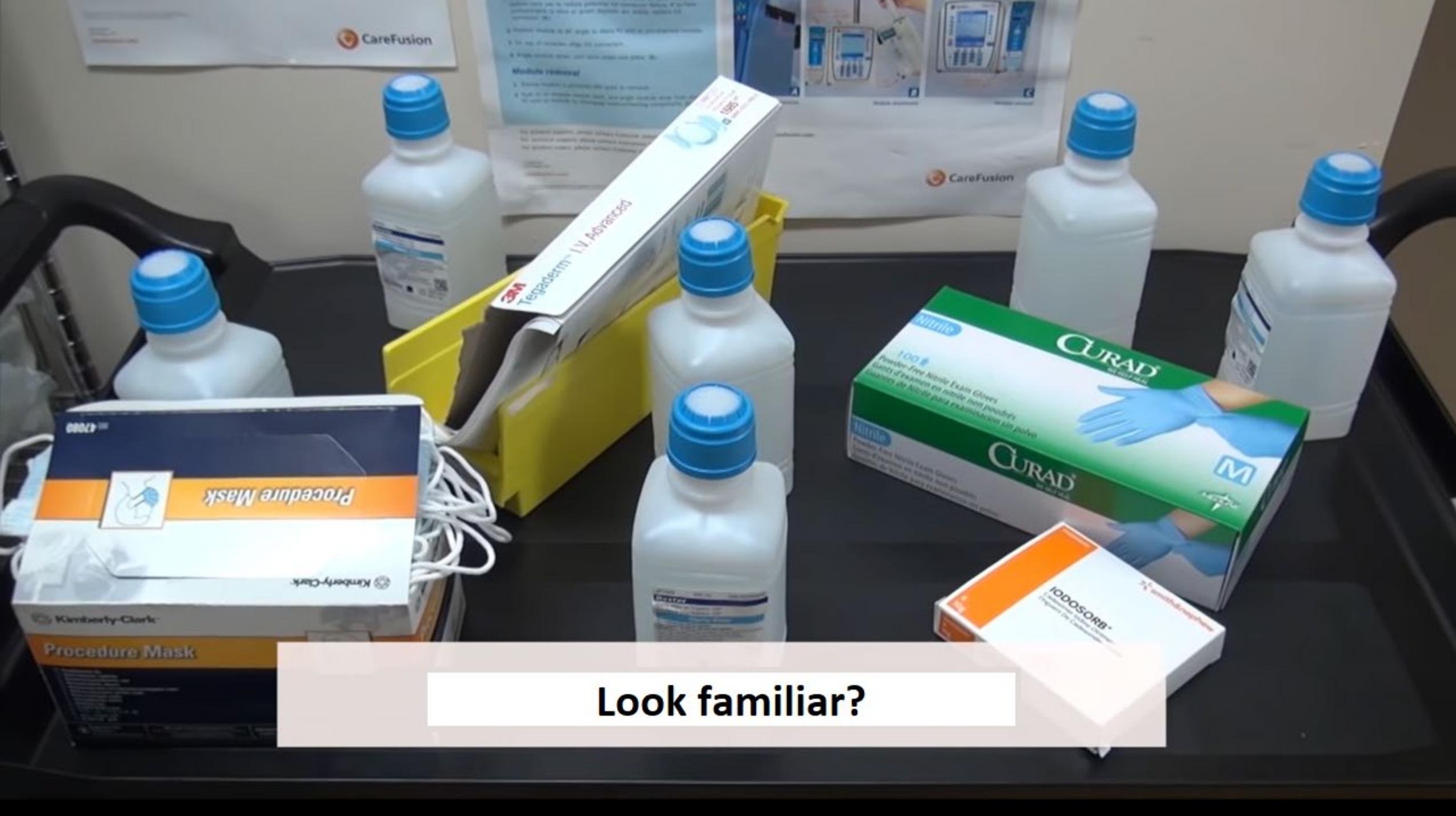
My Goal

In 90 minutes

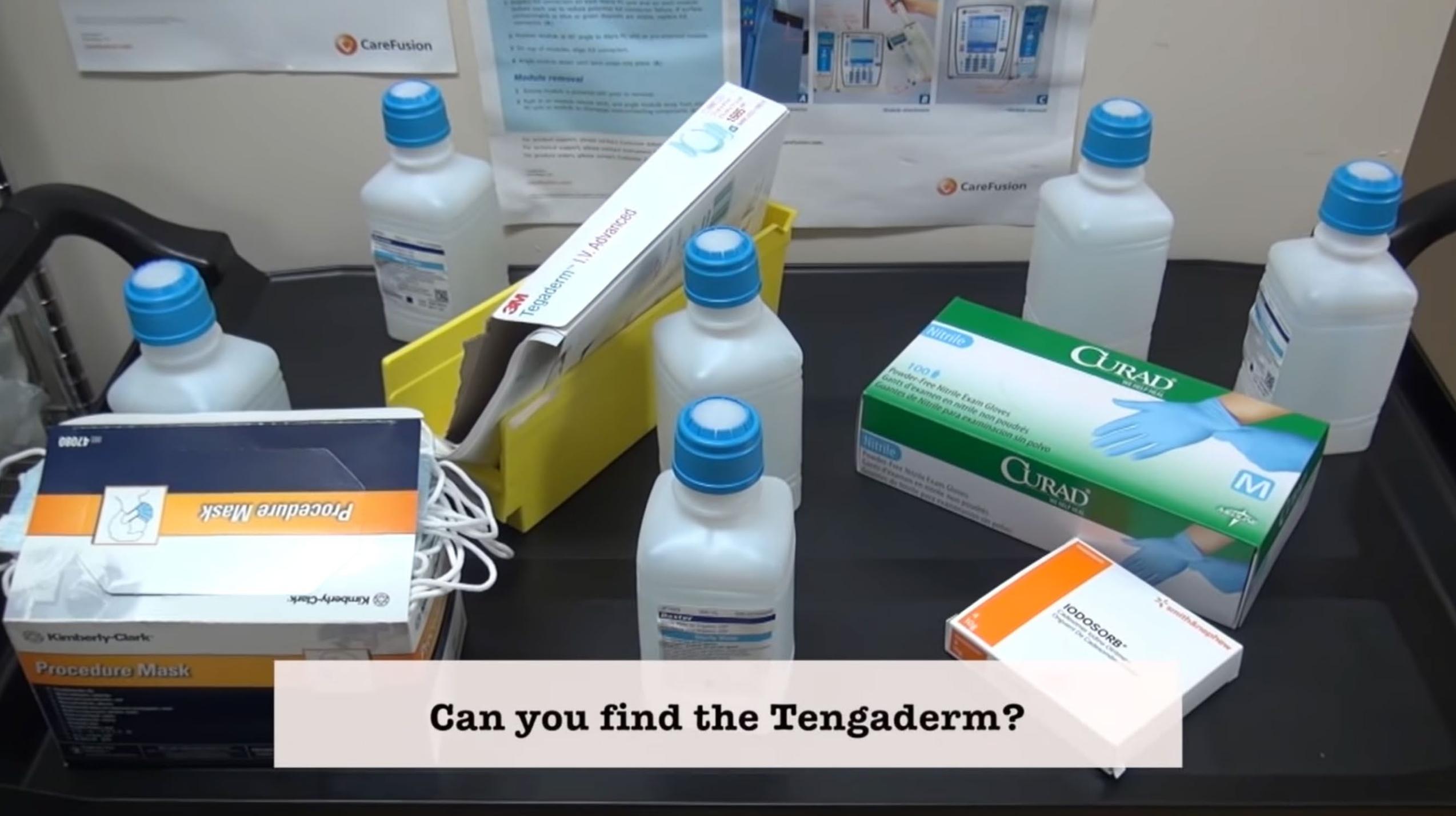
- “I will see waste”
- “I know at least one way to banish Lean waste in my world”



LET US DIVE IN!



Look familiar?



Can you find the Tegaderm?



CareFusion

Sterile Water (6)

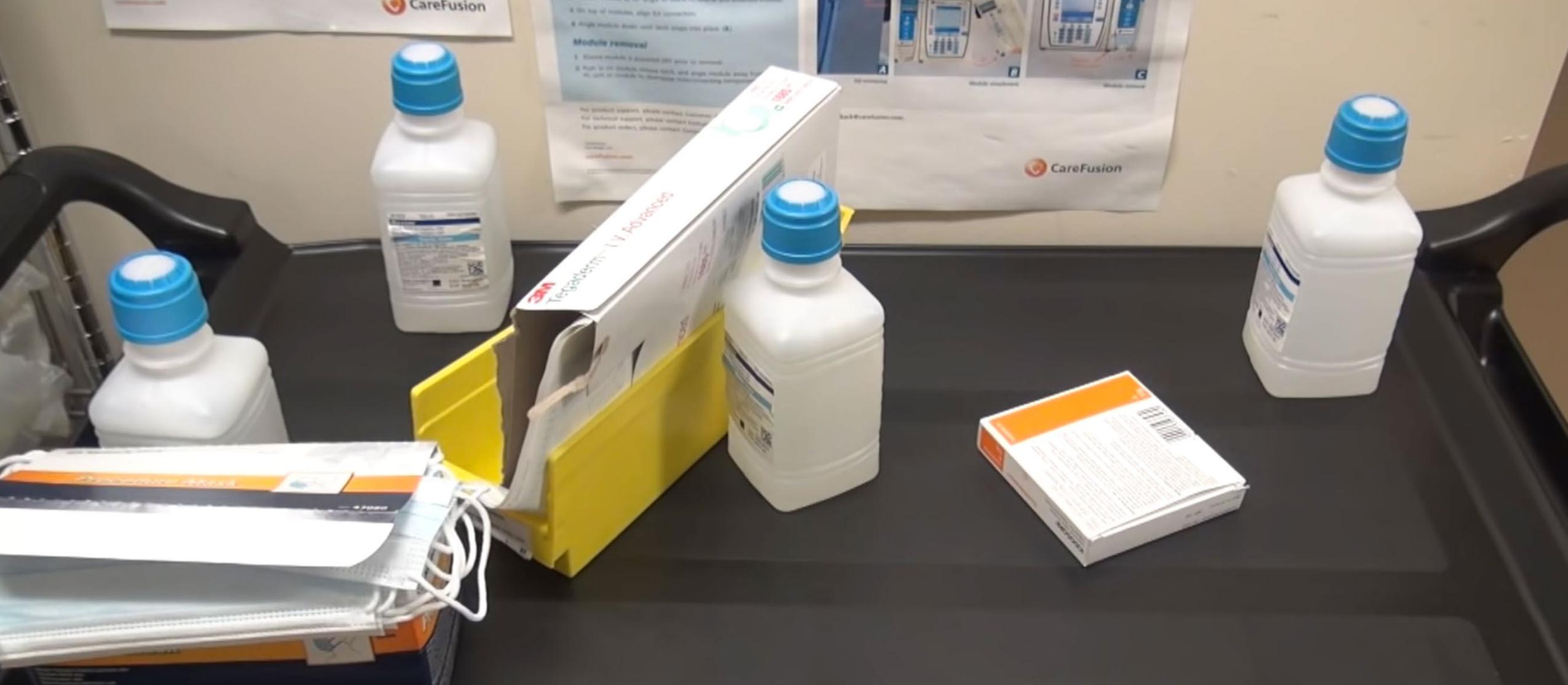
Tegaderm Film
(1 Box)

Powder-free Nitrile exam gloves
Size Medium
(1 Box)

Iodosorb
(1 Box)

Procedure Masks
(1 Box)

How about now?



Can you tell what's missing?

Sterile Water (6)

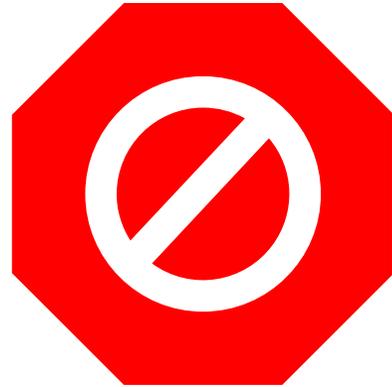
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(1 Box)**

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**Procedure Masks
(1 Box)**

How about now?



“That is just fancy organization!”

Organization Alone is Not Improvement



My Goal

- “I will see waste”
- “I know at least one way to banish Lean waste in my world”



Here Is Your Improvement Superpower



Eight Deadly Sins of Waste

8 Wasted Potential



Could be improving the kitchen

1 Over-Production



Make too much food

2 Transportation



Transfer food from the kitchen

3 Excess Inventory



Extra food sits in inventory

FAST FOOD STYLE

7 Waiting Time



Customers are waiting for fixed order

6 Wasted Motion



Wasted motion from reworking finished food

5 Over-Processing



Pickles have to be removed from food

4 Defects



Customer doesn't want pickles!

FastCap

OVERPRODUCTION

EXTRA, OR BEFORE REQUEST

- **Contacting providers before they are ready/requested** - We receive labs before our providers get results, which results in cases sitting in our queue and having to make daily calls to check in.
- **Extra things our customers don't want - aren't ready for** - Making reference documents for patients that are too cumbersome to use.
- **'Too many hamburgers'** Overstaffed during business hours

1 Over-Production



Make too much food

TRANSPORTATION

UNNECESSARY MOVEMENT OF SUPPLIES / PEOPLE

- **Movement of Information:** Traveling to providers to collect case info, when remote access could be an option
- **Movement of People:** Patients visiting the office when a remote consultation would solve the problem
- **Movement of Information:** Printing encounter summary for patient to take to specialist office

2 Transportation



Transfer food from the kitchen

INVENTORY

SUPPLIES AND WORK IN PROGRESS

- **Supplies:** Specimen collection tubes expiring
- **Work in Progress:** More cases than case manager capacity and patients leave

3 Excess Inventory



Extra food sits in inventory

DEFECTS

NOT DONE RIGHT THE FIRST TIME

- **Defect:** Duplicate EMR MRNs
- **Defect:** Correct labs not ordered and the patient needs to come back
- **Defect:** Misdiagnosis

4 Defects



Customer doesn't want pickles!

OVER PROCESSING

TOO MUCH EFFORT ON PRODUCT / SERVICE

- **Extra Effort:** Intake for Food Bank captures questions asked by agency intake
- **Extra Effort:** Ordering a genotype when one was completed last year
- **Extra Effort:** Connecting and disconnecting cases that were incorrectly identified as new or historical

5 Over-Processing



Pickles have to be removed from food

MOTION

UNNECESSARY MOTION BY PEOPLE

- **Extra Hand Motions:** Lots of clicks in the EMR
- **Extra Movement:** phlebotomy materials are spread
- **Extra Steps:** Medical supply closet is far from understocked exam rooms

6 Wasted Motion



Wasted motion from reworking finished food

WAITING

WAITING FOR PROCESS

- **Patients:** Waiting room, exam room
- **Staff:** On hold with insurance company
- **Clinicians:** Waiting on labs to start treatment

7 Waiting Time



Customers are waiting for fixed order

WASTED POTENTIAL

HUMAN POTENTIAL NOT MAXIMIZED

- **Re-work:** Having to resubmit claims to insurance
- **Under-utilized talent:** Working below the level of your licensure/training
- **Missed opportunities:** Not enough room for collaboration with employees

8 Wasted Potential



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Eight Deadly Sins of Waste

8 Wasted Potential



Could be improving the kitchen

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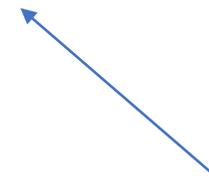
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Overproduction
Transportation
Inventory
Defects
Overprocessing
Motion
Waiting
Human potential



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- Waiting
 Overprocessing
 Voice of Customer

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“What can I do by next Tuesday?”
Rule of 1
Kaizen

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- E) Other?

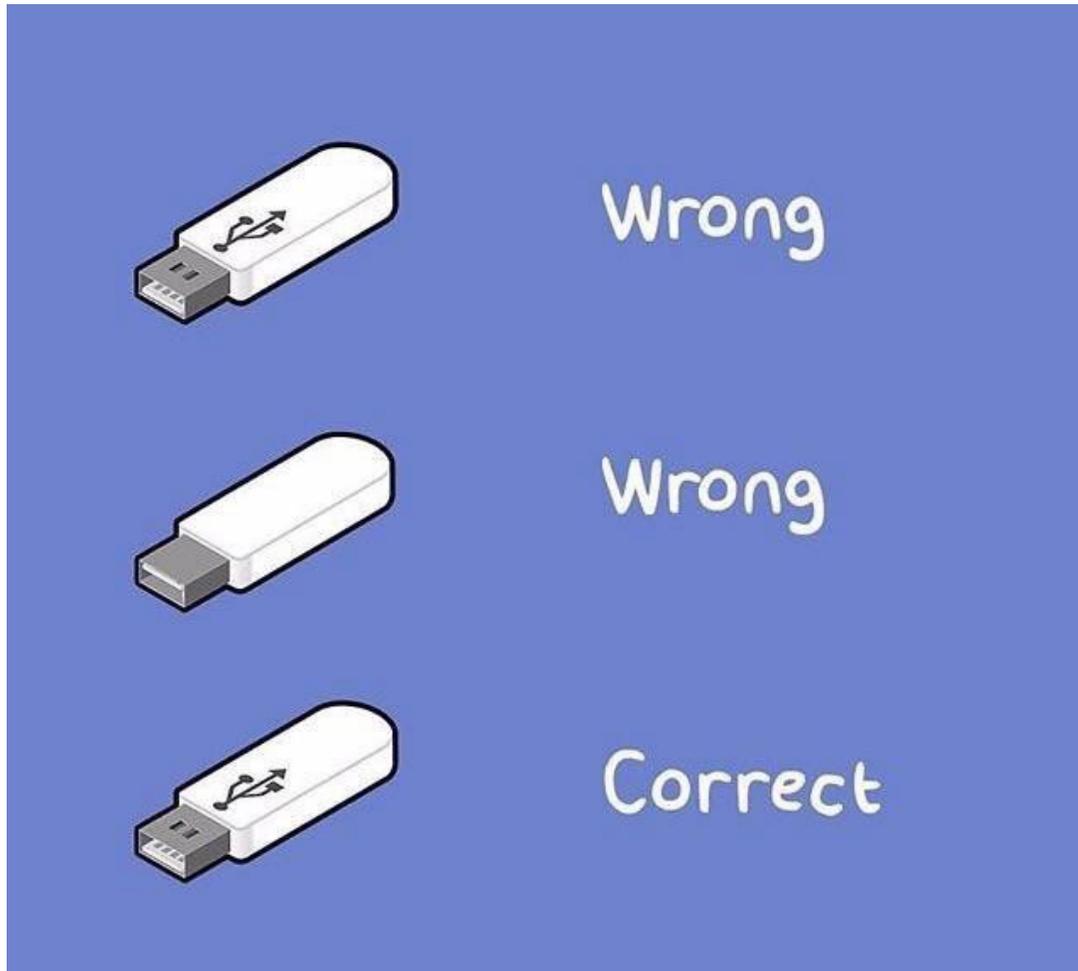
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- E) Value stream map, train employees, ruthlessly eliminate waste.

2. SCHRÖDINGER'S USB



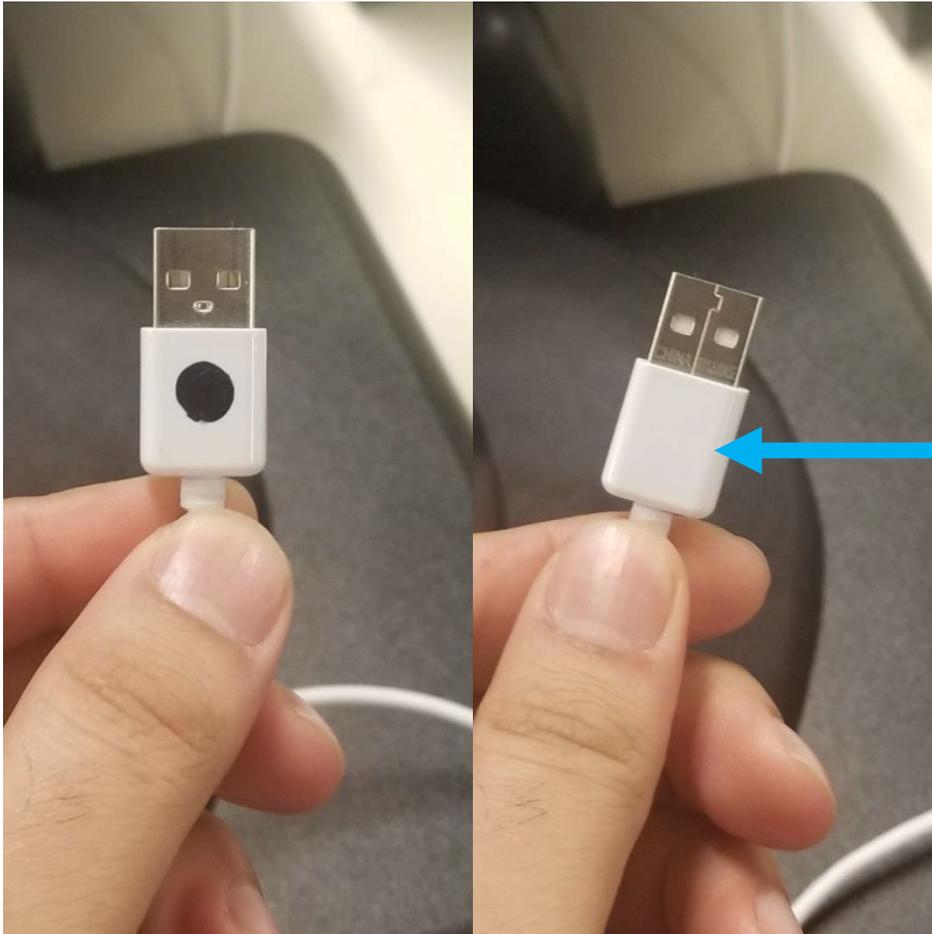
Trying multiple configurations until the USB fits

- Motion, overprocessing

Taking more than one try to get it right

- Defects

2. SCHRÖDINGER'S USB



Visual signal so I know which side is up

- Less defects and overprocessing
- +2sec a day to learn Spanish (human potential)

1 in 5 times, I'd still put it in the wrong way

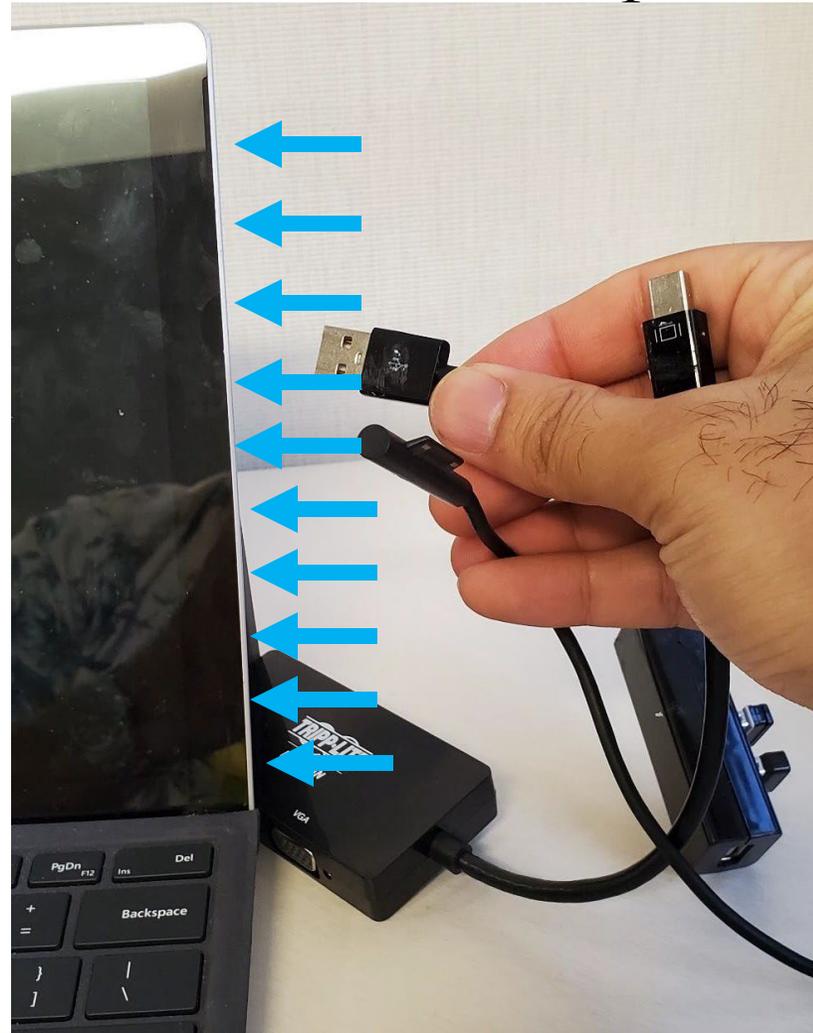
Still Improving



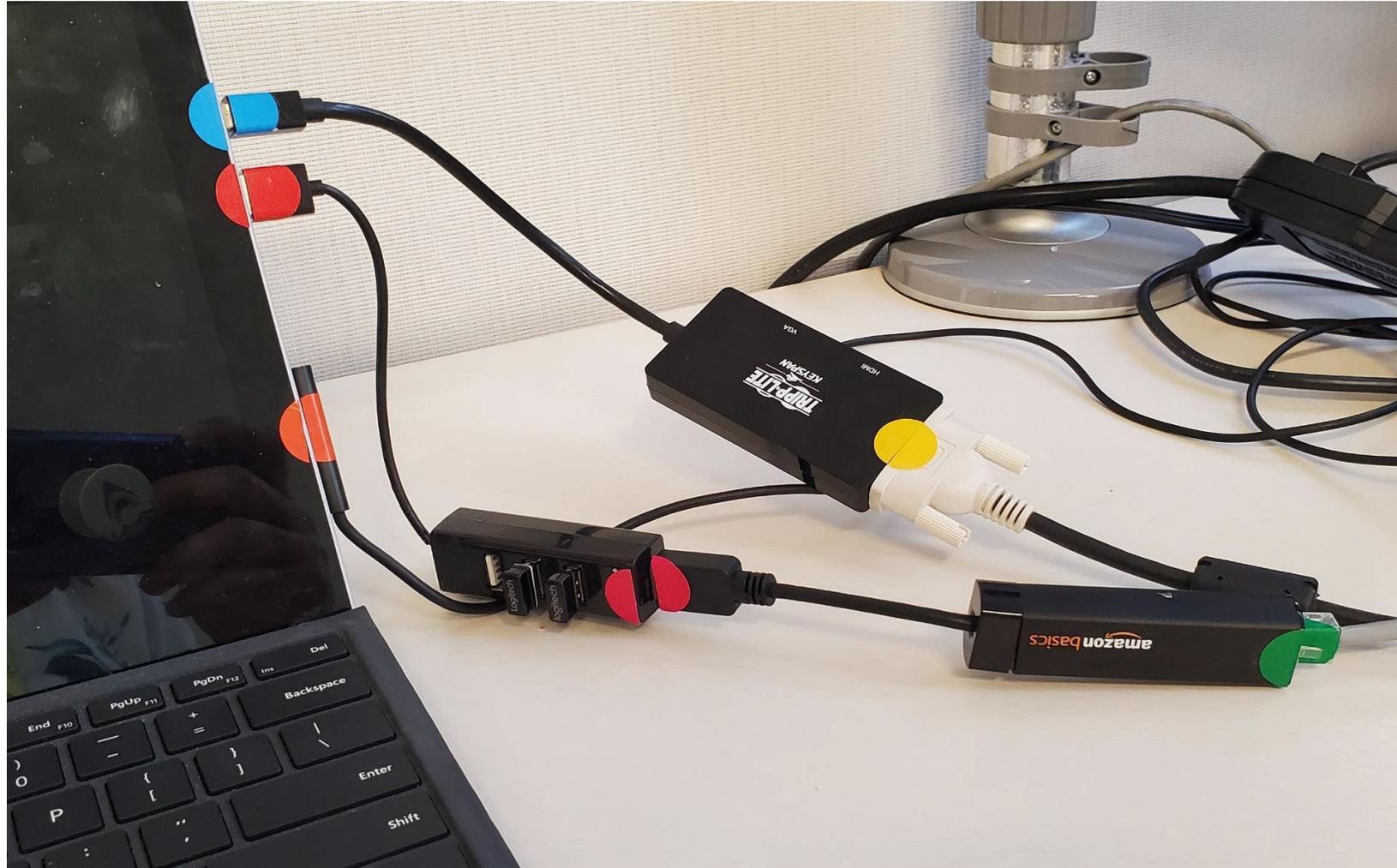
3. Covid-19 Response



3. Covid-19 Response

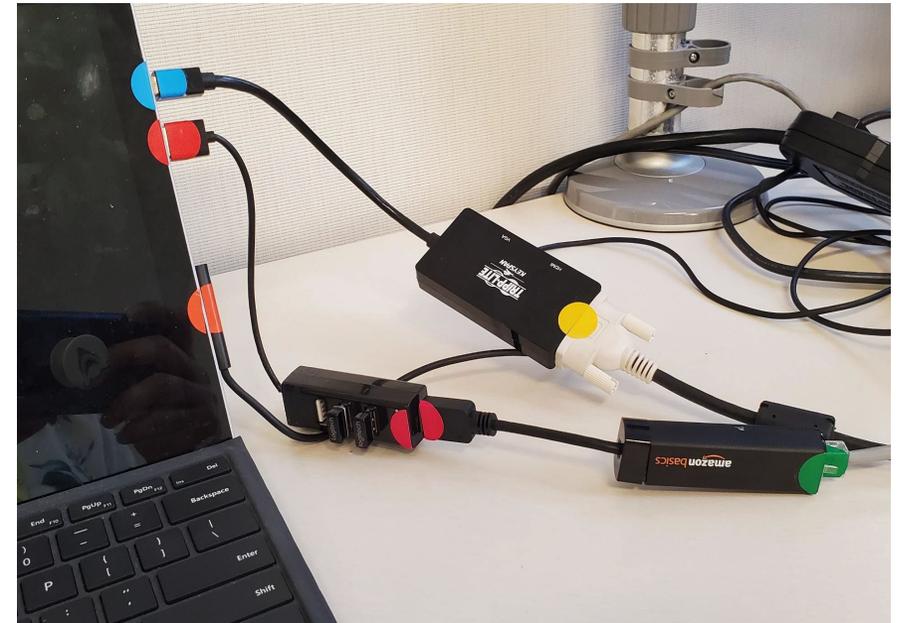


No Struggle!



No Struggle!

- Took an activity that was a pain
- Reduced the waste
- **Put a smile on my face**



4. Site Visit Hiccups

- Making custom sign in sheet for each visit
 - Over processing
- Sometimes forget at the office
 - Defect



DC HEALTH
GOVERNMENT OF THE DISTRICT OF COLUMBIA

Clinical Quality Improvement Visit
Sign-In Sheet

[Redacted] Street, NW. Washington, DC
November 4, 2019

Name	Agency	Phone & E-mail address	Signature

site visit hasattachments:yes | Current Folder

All Unread By Date Newest

[Redacted] Rachel
CQI Site Visit Summary - [Redacted] 10/11/2019
Hi Rachel, Hope you are having a

[Redacted] LGSW
Please Print 10/10/2019
Thank you! <end>

forgot sign in sheet

Process or Person Failure?



Site Visit Go Bag

Clinical Quality Improvement Visit

Sign-In Sheet

St NE, Washington, DC
January 27, 2020

Name	Agency	Phone & E-mail address	Signature

Site Visit Go Bag

Clinical Quality Improvement Visit



Sign-In Sheet

Site: _____

Date: _____

Name	Agency	Phone & E-mail address	Signature

Site Visit Go Bag

Clinical Quality Improvement Visit Sign-In Sheet

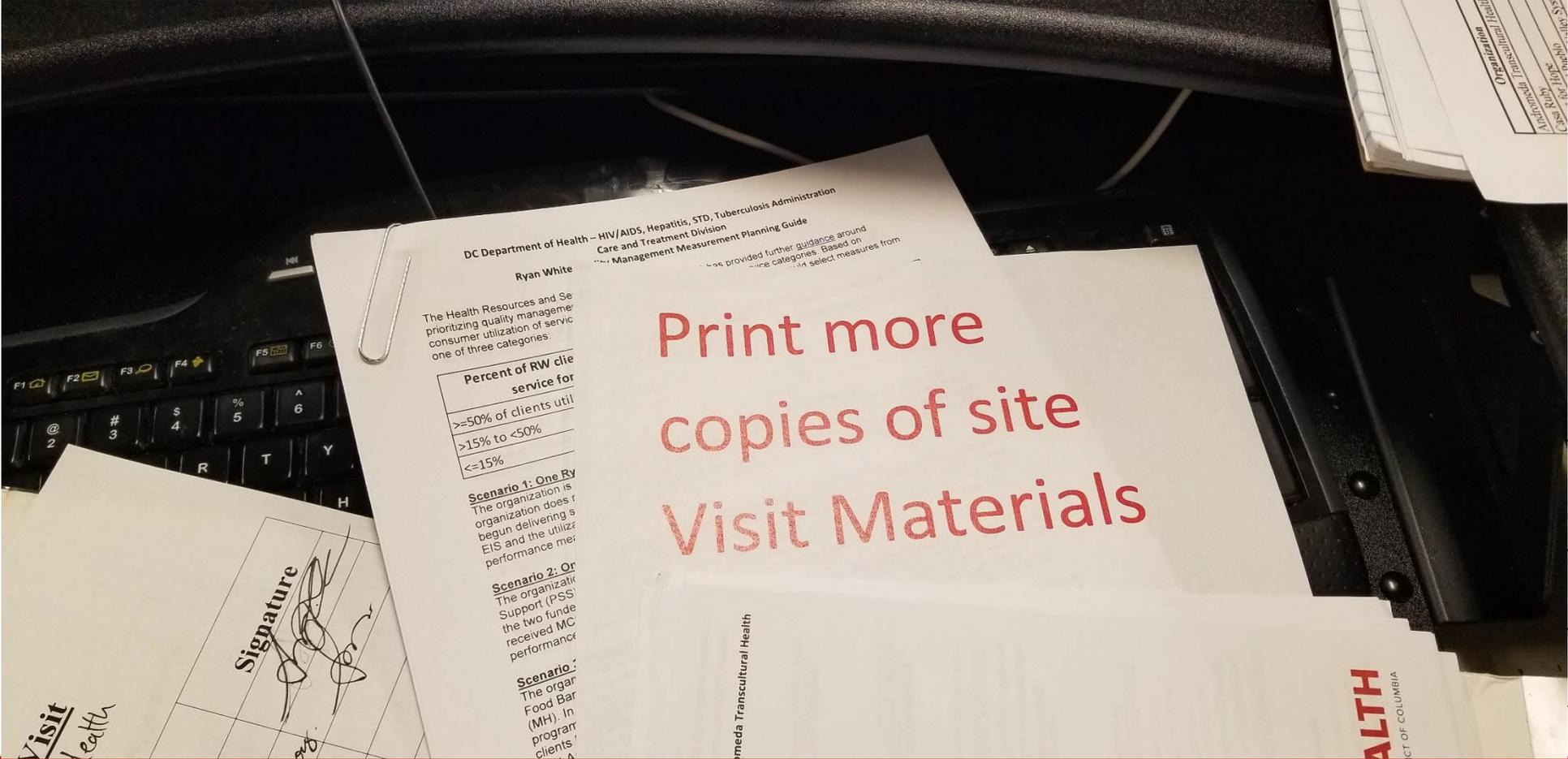
Site: _____

Date: _____



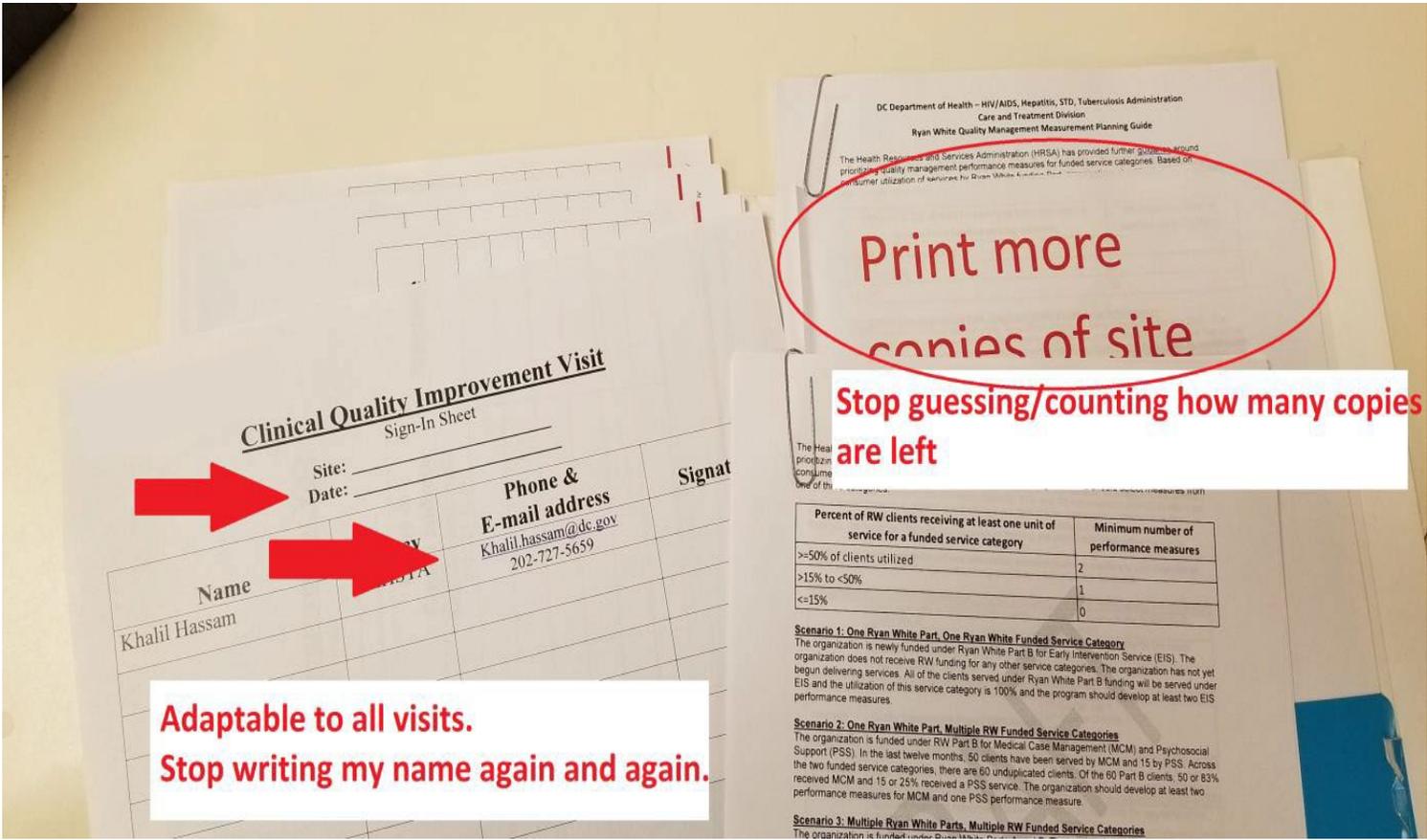
Name	Agency	Phone & E-mail address	Signature
Khalil Hassam	HAHSTA	Khalil.hassam@dc.gov 202-727-5659	

Site Visit Go Bag

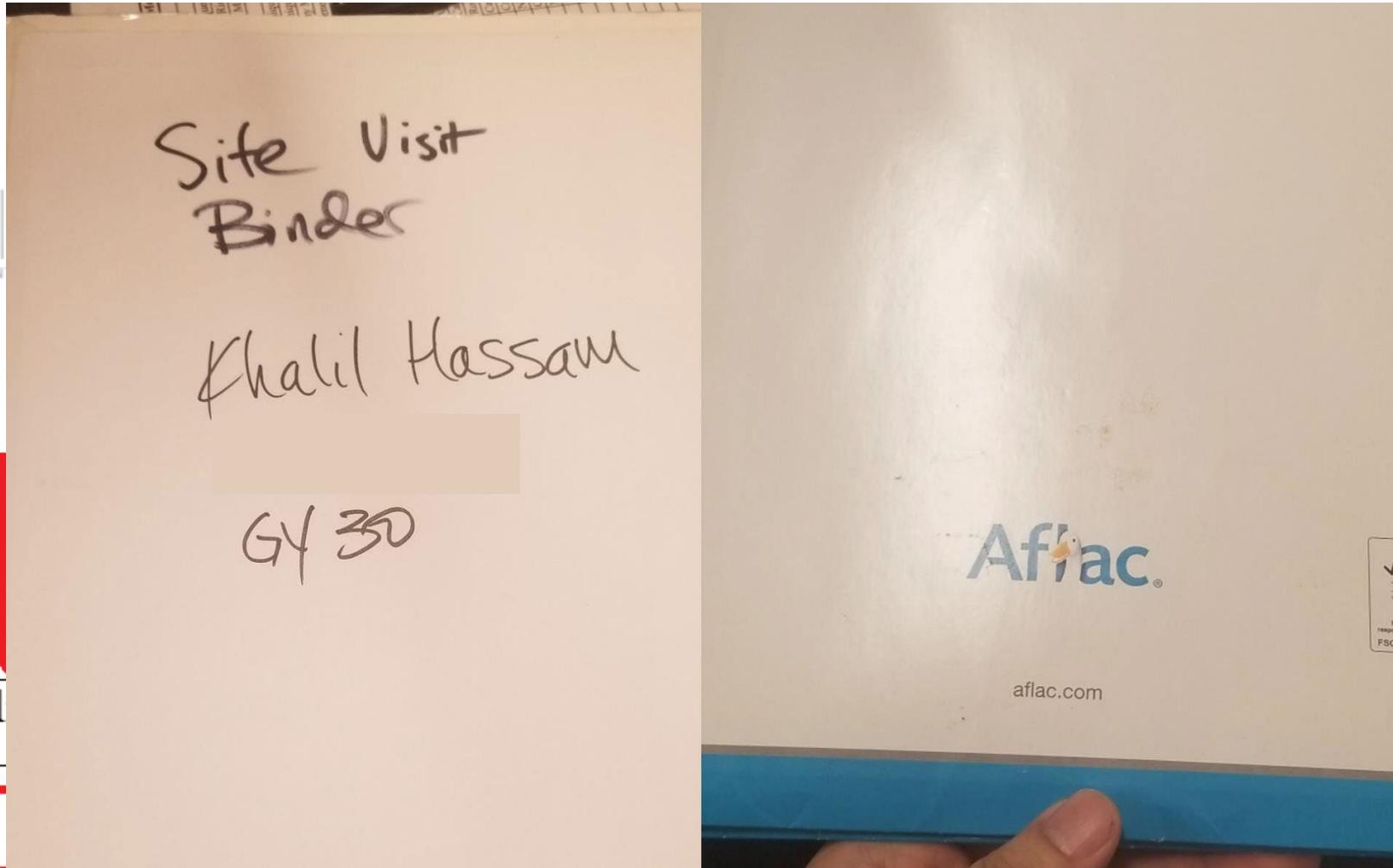


Site Visit Go Bag

- Always have a stack in my work bag
 - Just in time
- Know when to make more copies
 - Kanban
 - Set in order

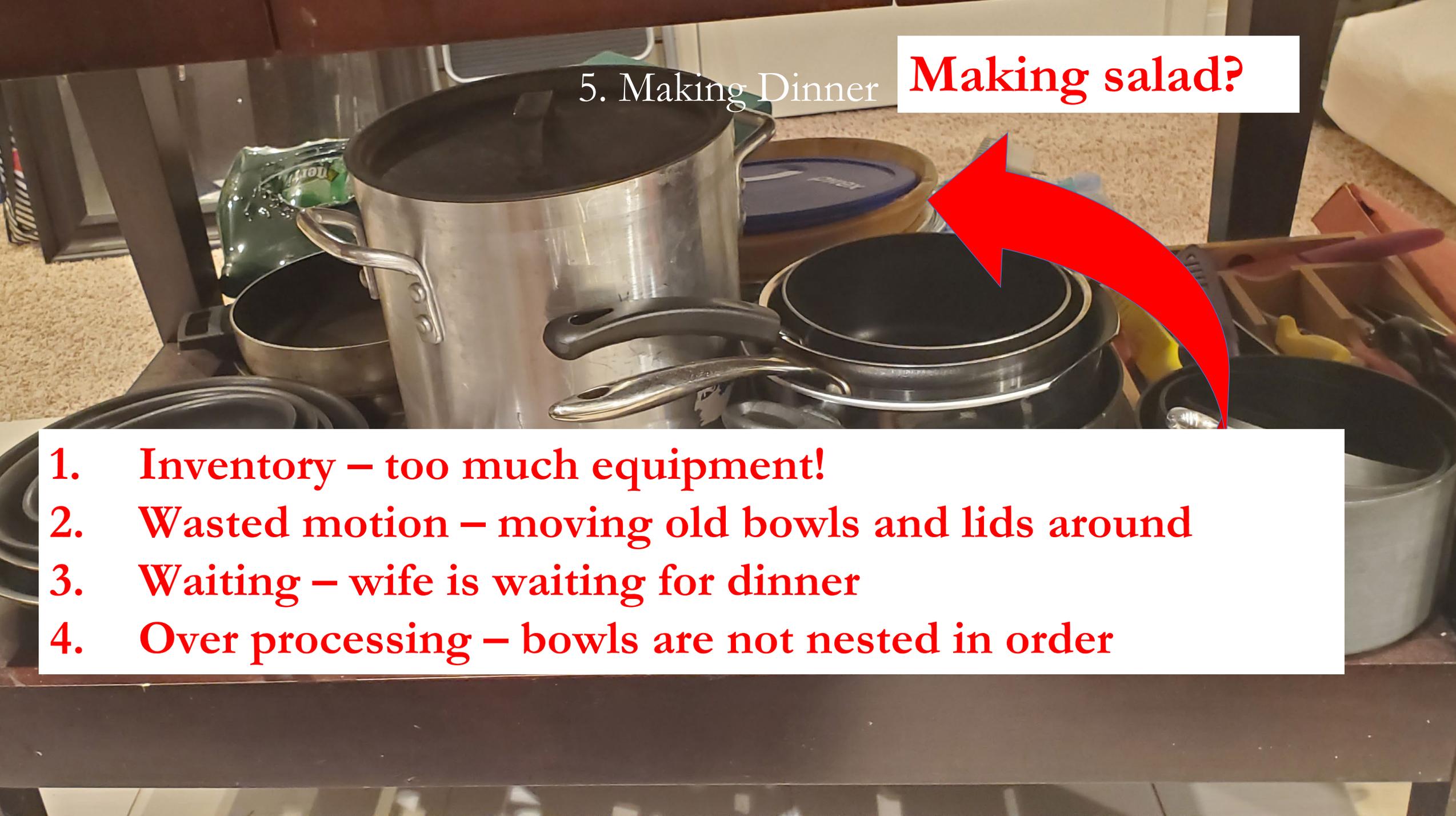


Use Your Brain – Not Your Wallet



5. Making Dinner

Making salad?

- 
- 1. Inventory – too much equipment!**
 - 2. Wasted motion – moving old bowls and lids around**
 - 3. Waiting – wife is waiting for dinner**
 - 4. Over processing – bowls are not nested in order**



Cooking eggs?

Reheat soup? Easy



Making curry?



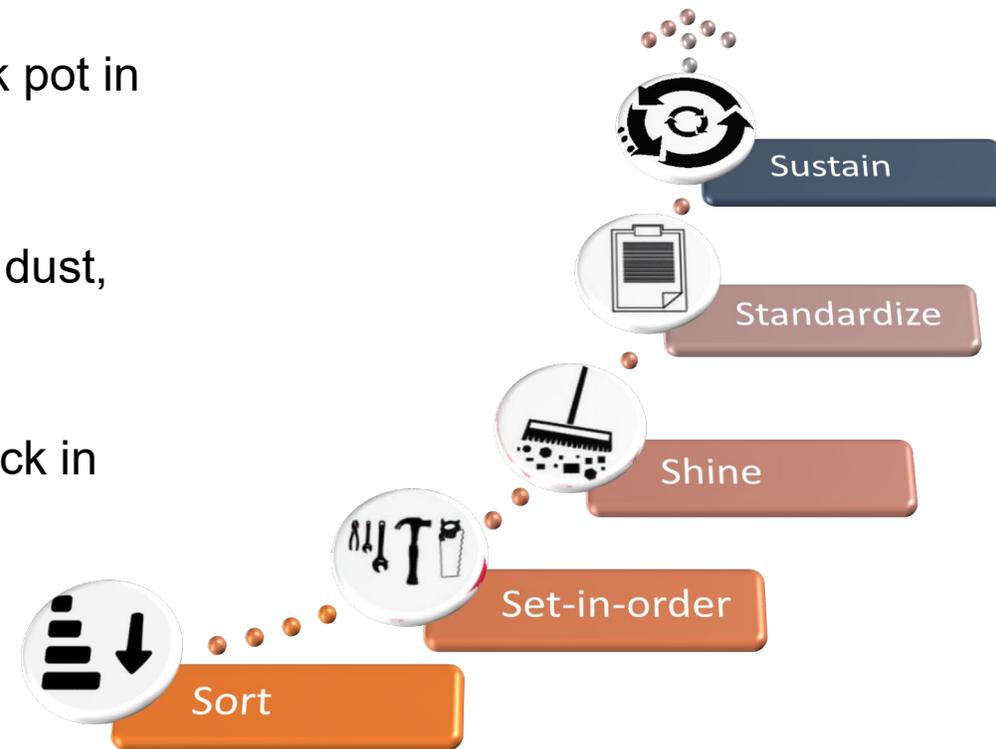
WHAT CAN I DO?

5S



WHAT CAN I DO?

- **Sort:**
 - Sorting through all items under the island and recycle unused pots / pans.
- **Set in Order:**
 - Put most frequently used items close. Bigger (obstacle) stock pot in the back.
- **Shine:**
 - Leave it better than I found it. Dusted, cleaned. Cleaned the dust, things go back in order.
- **Standardize:**
 - Need 'stakeholder' buy-in and system to ensure things go back in their place (and it's easy to tell when they're not).
- **Sustain:**
 - Set a monthly calendar reminder to check the island.





8 pots

7 skillets



High Priority



Put away



Donate



Broken bowl lid



SET IN ORDER, SHINED



WAIT... WHAT GOES WHERE?



STANDARDIZED!



LOOKS GOOD... FOR NOW



Before

After



6. Data Digestion

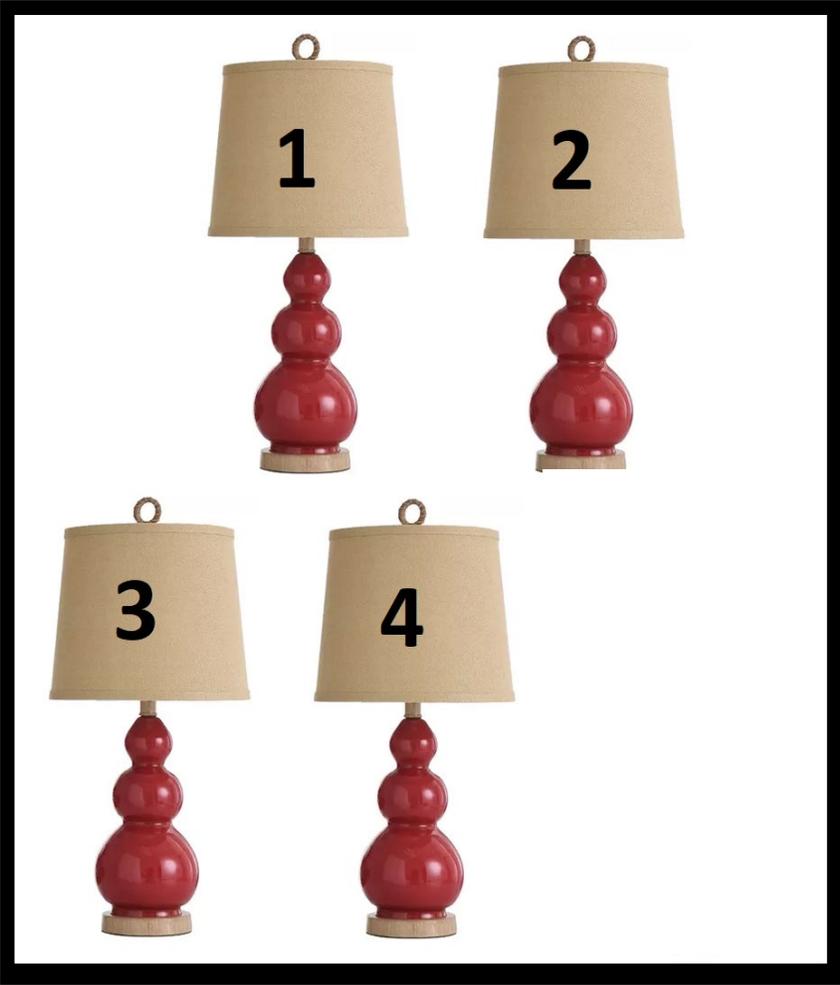


Contact Tracing Data

ABILITY TO CONTACT TRACE WITHIN ONE DAY OF REPORT



7. My House



Old vs. New You

- Which to buy?

All ▾ bulbs

Fresh ▾ Whole Foods Prime Video Browsing History ▾ khalil's Amazon.com Help Best S

or "bulbs"

Amazon's Choice



SYLVANIA General Lighting 74765
A19 Efficient 8.5W Soft White
2700K 60W Equivalent A29 LED
Light Bulb (24 Pack), 24 Count

★ ★ ★ ★ ★ 4,622

\$22⁷⁸ (\$0.95/Count) ~~\$39.99~~

✓ prime | FREE Same-Day
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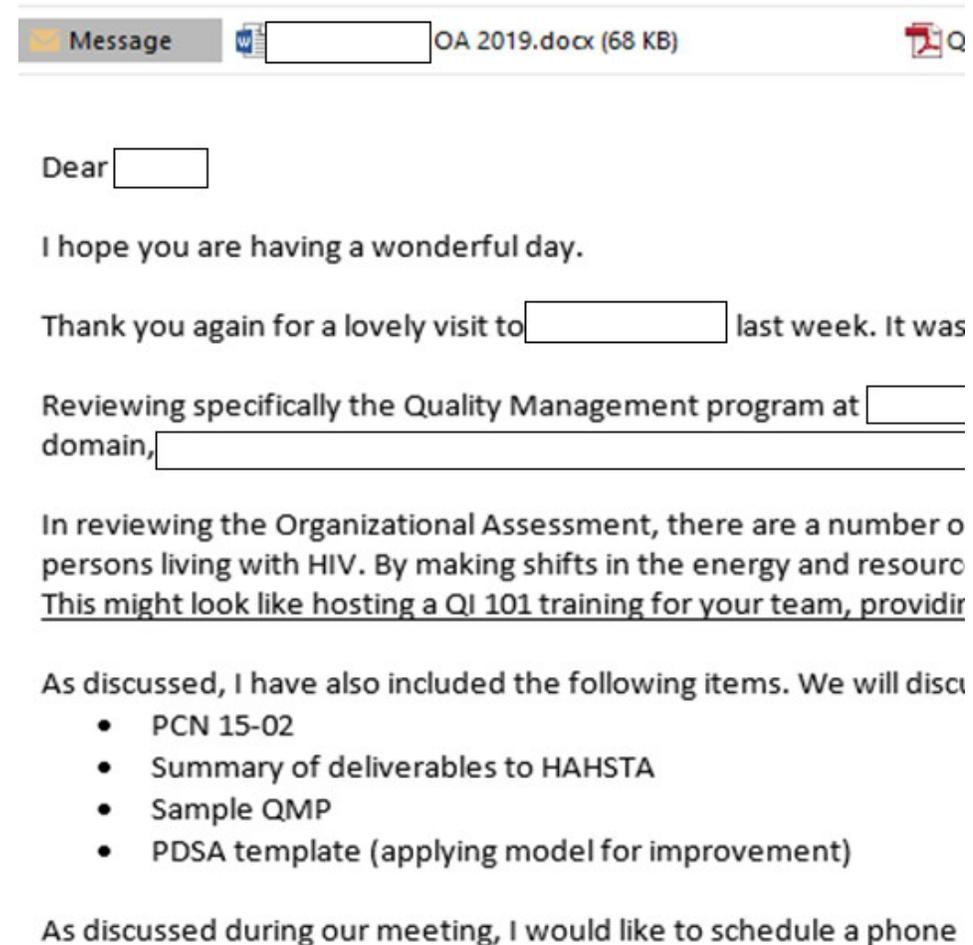
Waste After Waste

- \$14 of bulbs you don't need for 10+ years
 - Inventory
- What if that 24-pack bulb is terrible?
 - Defects
- Moving the bulbs from apartment to apartment
 - Transportation
- 3 of 20 bulbs breaking in transit
 - Defects



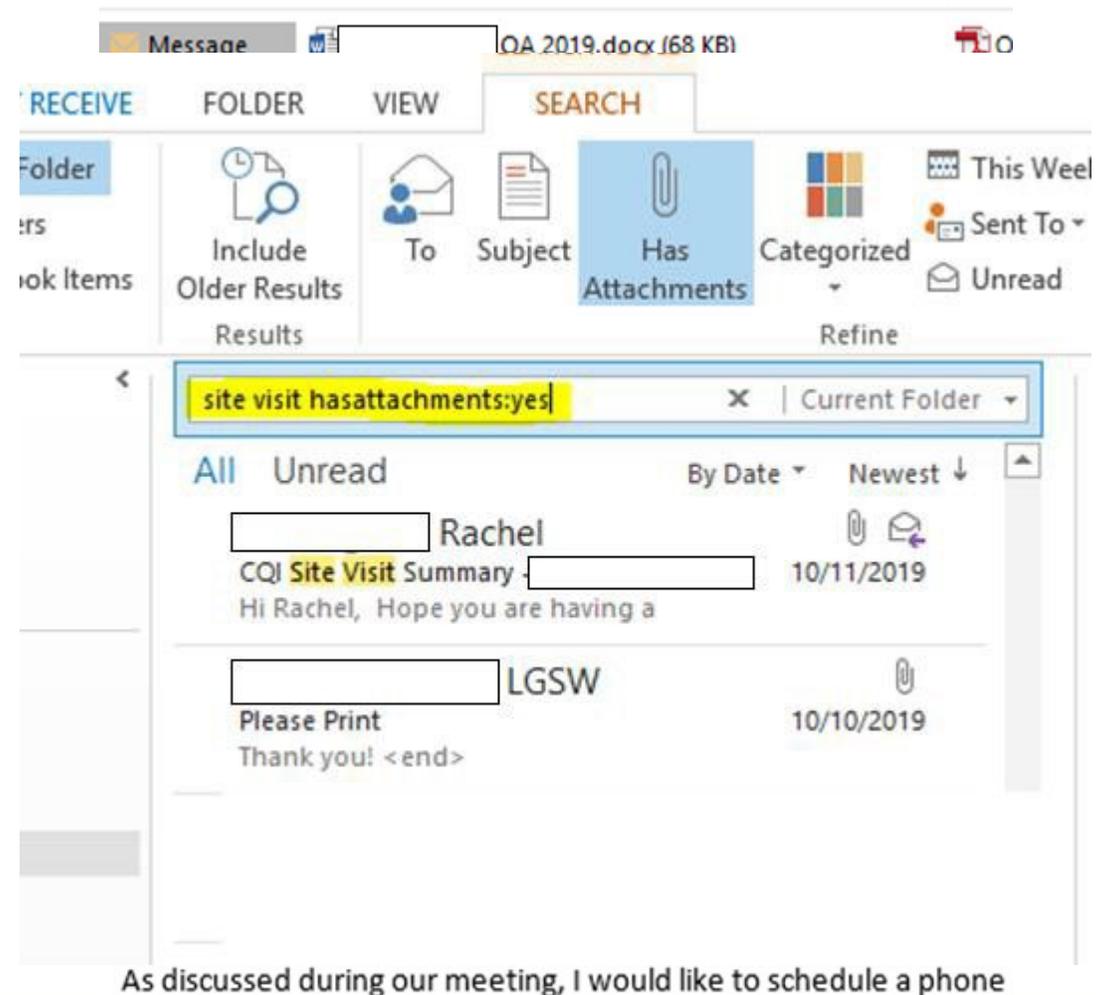
8. Email Waste

- Lots of time to write a careful, comprehensive email
Over processing
- I spend **five days a year** writing the same four emails
Human potential



Email Waste - Improved

- Searching for previous emails to use as template, then copy paste
 - Motion, waiting, over processing
- Change the name, but miss organization / date
 - Defects
- I spend **2.5 days a year** writing the same four emails
 - Human potential



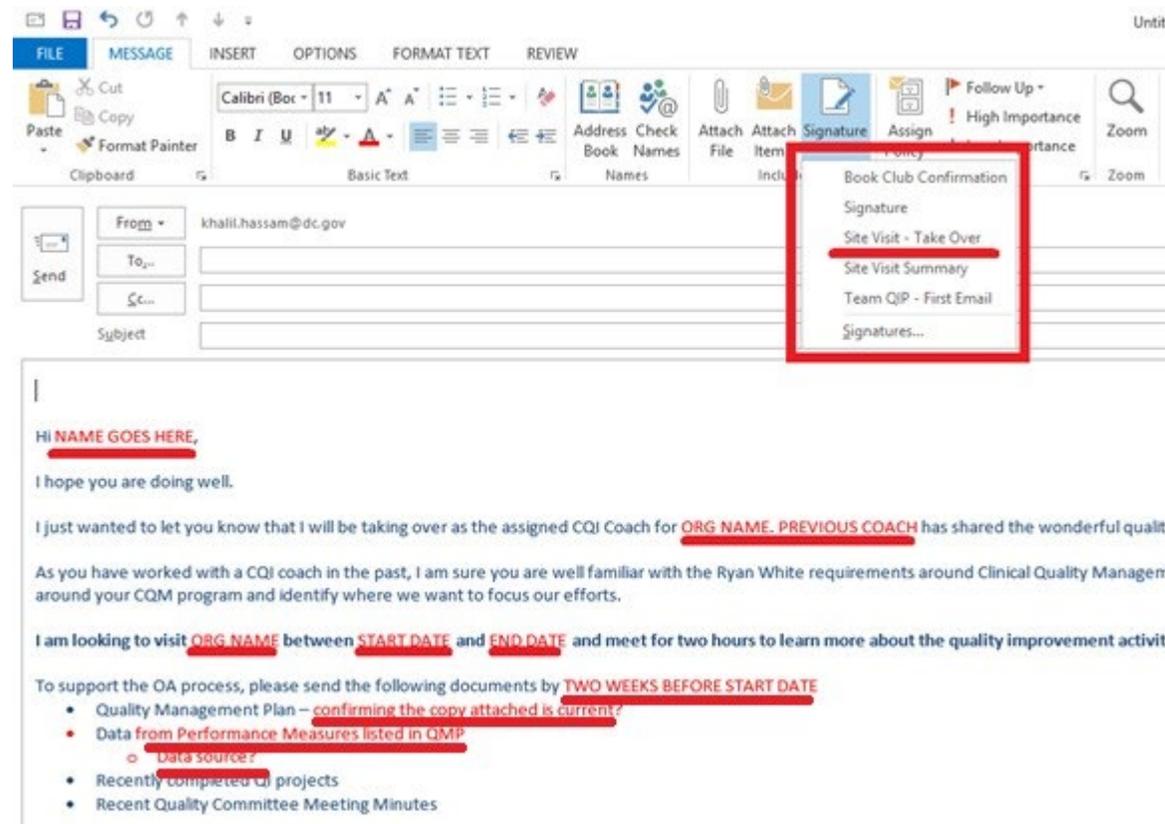
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Email Waste – Improved Again

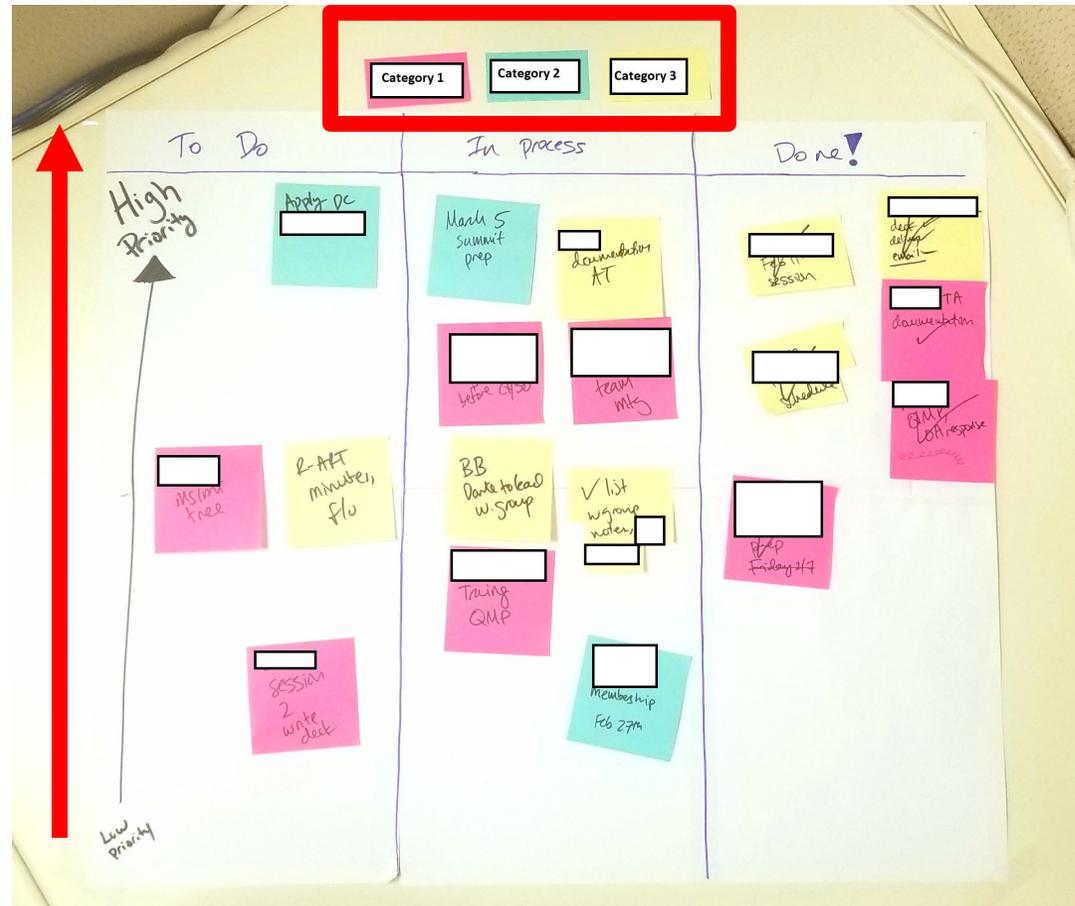
- Have the email draft only when I need it
 - Just in time
- Know exactly what to find/replace because of red text
 - Just in time
- Took a task I disliked and made it easy to do



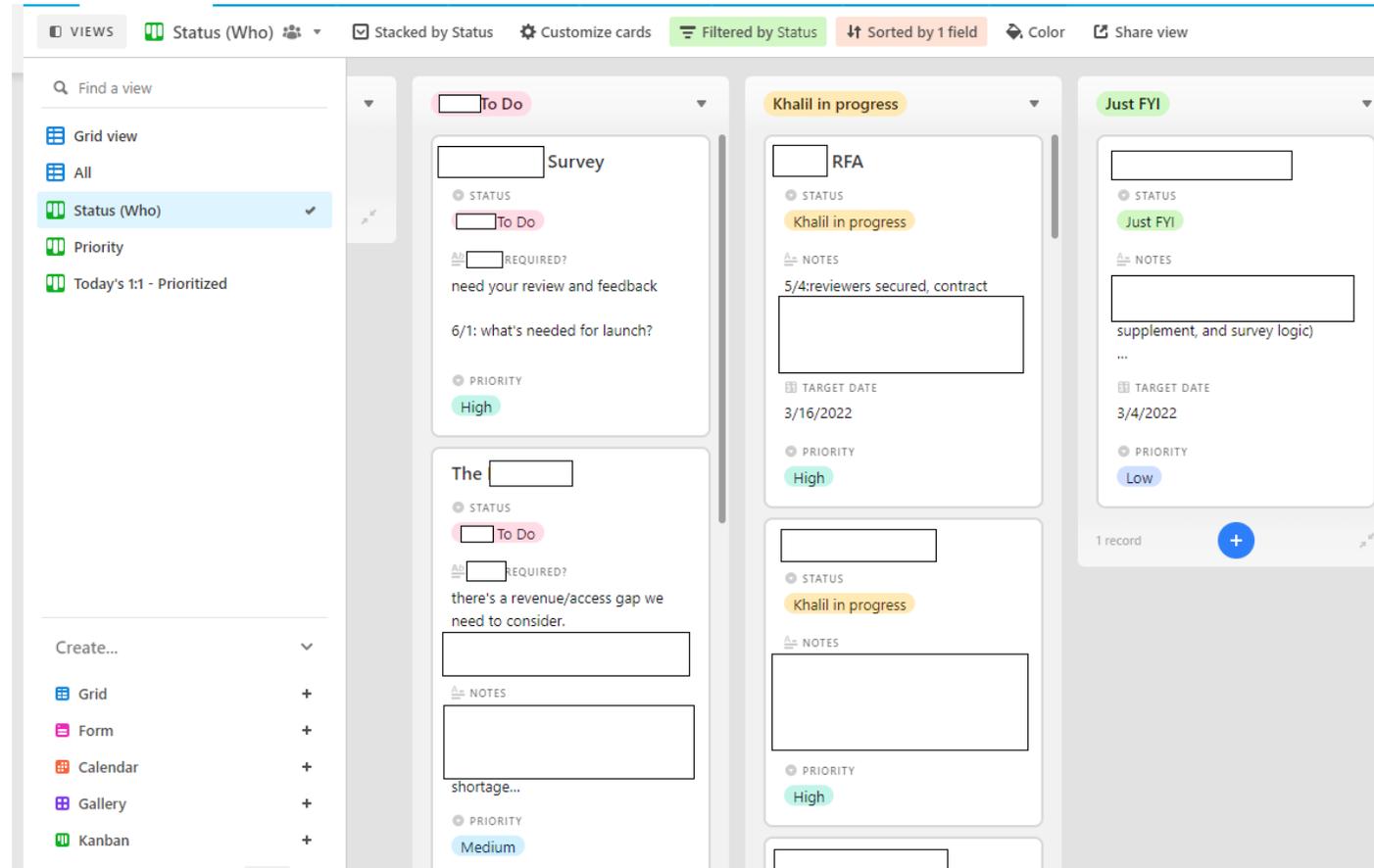
Lean practice: Set in order, visual control, mistake proof

9.1 Improving Accountability and Transparency

- Visualizing my work
- Limit work in progress
- Prioritization
- Quickly and **visually** assess work by
 - Priority
 - Program
 - Status



9.2 Improving Accountability and Transparency



9.3 Improving Accountability and Transparency



10. World Class Huddles

Daily Visual Management Board example
 Today's Date *14 March 2016*

1 Our Surgery Center "Excellence in Safety: No Harm For Our Patients"

2

Today's Pt Name	Procedure	Start Time	Safety Check
Sol Monday	C	7:00	●
Mitsuko Michalak	C	7:00	◆
Estefana Younts	D	7:00	●
Carmen Caicedo	D	8:00	●
Aleisha Cunha	B	8:00	●
Shanta Otwe II	D	8:00	◆
Jenee Hilt	B	9:30	▲
Karla Santillanes	D	9:30	●
Ruby Peavler	C	10:00	●
Merlene Primmer	D	10:00	●
Leola Starke	D	10:00	●
Denita Eckart	A	11:30	●
Alise Castleman	D	11:30	●
Louisa Epperson	B	11:30	●
Velia Trotter	D	13:00	●
Vesta Hippie	C	13:00	●
Meri Carmody	A	15:00	●
Dien Sutera	B	15:00	◆
MeLynda Jessen	A	16:00	●
Ardeila Ruffo	A	16:00	●

● complete
 ▲ check items prior to procedure
 ◆ special instructions

3 Number of Procedures since last harm incident **635**

4 Checklist Observation Score
 Items Missed Aim: ZERO
 Date: 3/13/16
 Disc Chklist
 Pre_op Before Start 0 1
 End of Procedure ___ ___

5 # of First Box Checks Missed

6

Staff Name	Checklist Education	CUS Training	Checklist Observer Training
Marfou	○	○	○
Jenny	○	○	○
Hye	●	●	●
Sanora	○	○	○
Jacinda	●	●	●
Moshe	○	○	○
Rolanda	○	○	○
Cassie	○	○	○
Werner	○	○	○
Carletta	○	○	○

Safety training chart Date Revised 2/24/16
 ● Complete ○ Scheduled

7

Calendar to record days with daily huddles ● and record any training or safety meetings

8

Date	Escalation Item	Action	Resolution
3/5/16	Immediate use sterilization of scope	Discuss with sterile processing team manager	Sterile processing team manager discussed in her team huddle
3/8/16	Patient cancelled surgery, no transportation (2nd cancellation)	Follow up with patient and case manager	Awaiting follow-up from case manager

1. Mission
2. Patient data (with visual)
3. KPI
4. KPI
5. KPI
6. Workplan
7. Clarity in schedule
8. Human potential

Institute for Healthcare Improvement

Recap

1. What Lean is
2. The Eight Lean Wastes
 1. Fast food examples
 2. Ryan White examples
3. **10+ Examples of Lean**
 1. Clinical
 2. Daily work experience – emails and IT
 3. Site visits
 4. Communicating performance
 5. Writing emails
 6. Project and task accountability
 7. Kitchen organization
 8. Buying light bulbs



A Challenge!

- Make one two-second improvement
 - Improve your daily USB dongles
 - Lean your coffee making
 - Banish waste from emails
 - 5S one drawer in one exam room
- **Do it by tomorrow**
- Share!



Next Steps

Books

- 2 Second Lean, Akers
- The Goal, Goldratt
- The Lean Turnaround, Bryne
- Creating a Lean Culture, Mann

CQII Learning

- Intermediate Learning Lab (launching this summer)

Contact Information



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Learn More

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This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling \$1.5M. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS or the U.S. Government.