



WACMHC

Washington Association of
Community & Migrant Health Centers

Lean Boot Camp

Office Hours

August 14, 2018

Welcome



Seattle Indian Health Board
For the Love of Native People



Maria Paton-Glassbrook
Practice Transformation Assistant
WACMHC



Jennifer Calohan
Principal Consultant
Curis Consulting



Housekeeping

- Please keep your lines muted if you are not speaking
- We'll open up for discussion and questions throughout the session
- Please participate in the following ways:



RAISE YOUR HAND FUNCTION - your line will be unmuted



QUESTIONS FUNCTION – type your question or comment in the box

- This session is being recorded. A recording will be sent to you in a follow-up email.

Report Back

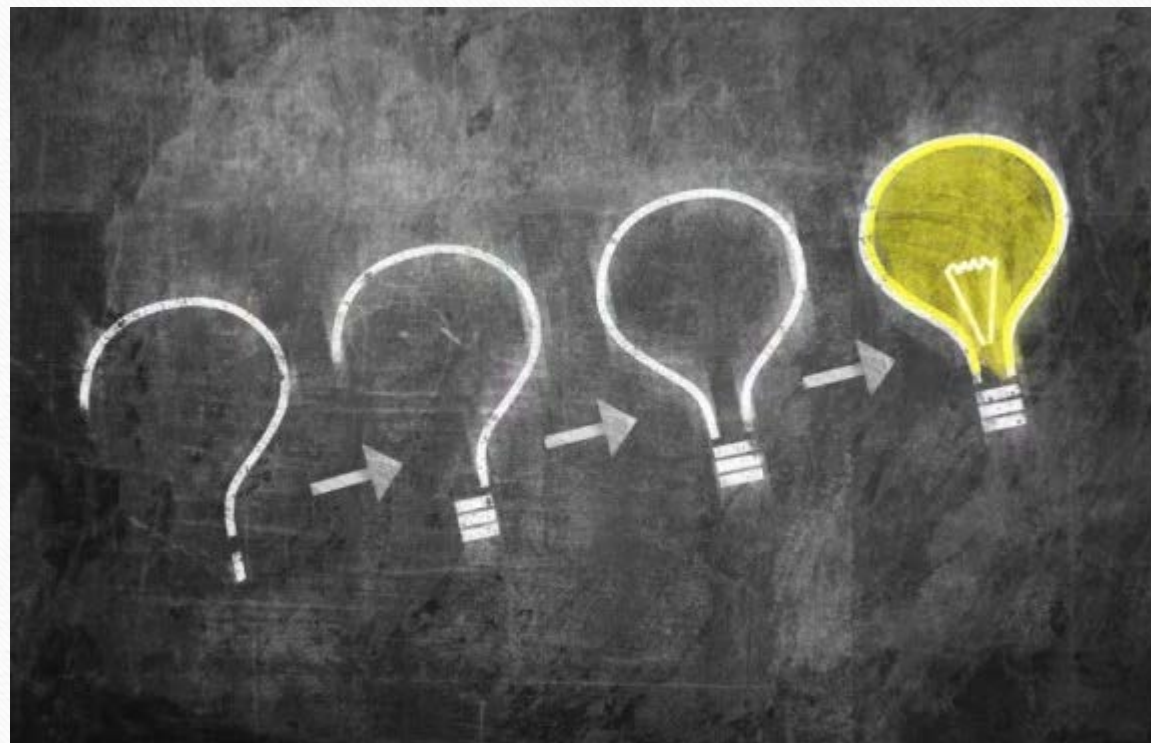
Questions

Discussion

Challenges

Successes

Insights





LEAN Boot Camp –
Office Hours Session 3
Value Stream Mapping

Value Stream Mapping – What?

- Value Stream –

- The ‘Value Stream’ refers to all of the steps or actions involved in a particular process.

- We must determine if:

1. a given process adds value to the customer
2. a process adds no value to the customer, but is unavoidable
3. a process adds no value and should be removed or eliminated



Value Stream Mapping – Why?

- Value Stream Mapping allows us to map, visualize, and understand the flow of processes, patients, materials and/or information.



- The goal of Value Stream Mapping is to identify opportunities for improvement in order to reduce waste, and improve efficiency and effectiveness.



Purpose of Value Stream Mapping

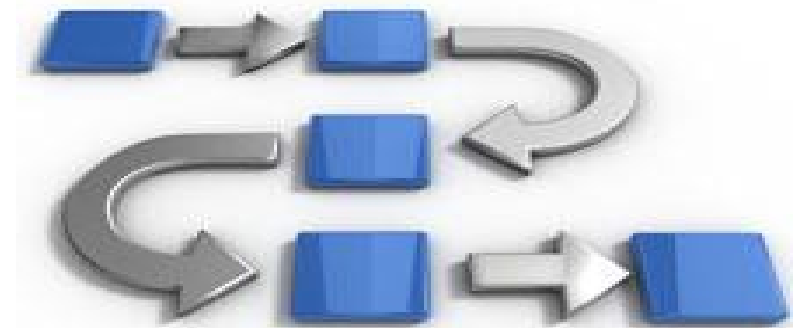
- There are 3 primary purposes associated with Value Stream Mapping
 1. Evaluate Current State
 - i. Intentionally assess current state
 - ii. Identify the existing steps of the process
 - iii. Define the associated information (flow, cycle time, etc.)
 2. Identify Waste
 - i. Quantify the waste
 - a. Measure and define with data.
 3. Provide direction for transformation
 - i. Create the desired future state



Create Flow – Eliminate Waste

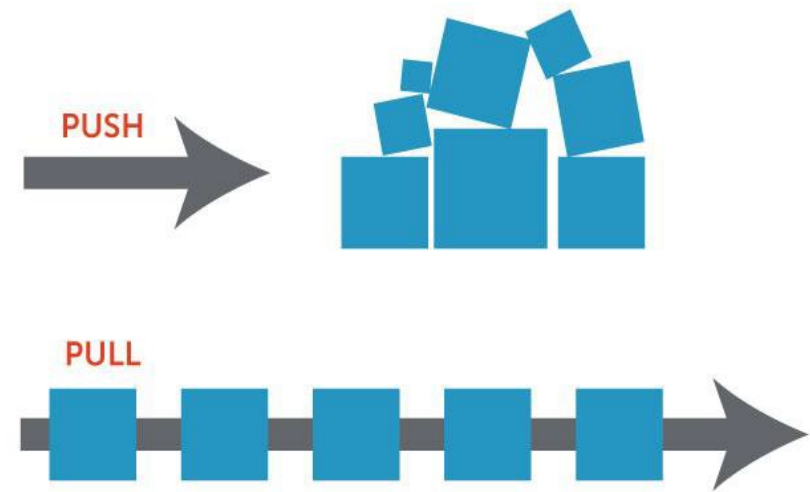
- The goal of flow is to “eliminate the use of batching and queuing within a process. Processes that use batches and queues produce multiple wait times and
- interruptions.”¹
- We must ensure that a process is continuously worked on until it is complete or targeted improvement is achieved.

➤ Tip....standardized work!



Respond to Pull

- The concept of performing work in order, as it is requested or needed by a step in the *value stream*.
- The avoidance of “push”, which leads to steps being performed out of order – therefore compromising the quality of the product of the process



3 Primary Types of Waste in Healthcare

1. Information Waste

- i. Redundant input and output
- ii. Inefficient or ineffective data entry, documentation, etc
- iii. Incompatible data systems

2. Process Waste

- i. Process defect
- ii. Rework, workarounds
- iii. Delays

3. Physical Environmental Waste

- i. Safety
- ii. Workflow/Movement
- iii. Unclear Roles/Responsibilities
- iv. Lack of Training



LEAN Thinking – DOWNTIME

Defects/Mistakes (medication errors, incorrect coding, etc)

Overproduction (unnecessary medications, unnecessary lab/imaging test ordering)

Waiting (patients waiting to be seen, waiting for exam rooms, results, etc)

Non Utilized Talent (not empowering staff, performing below peak of scope, hiding
or covering problems or issues)

Transportation (patient flow, medication flow, supply flow)

Inventory (expired meds/supplies, overstocked consumables/perishables, pre- printed forms, excess equipment)

Motion (unnecessary movement of people due to physical layout and location)

Extra Processing (more work/more complex than needed, care at higher level than needed, interventions higher level than needed, extra paperwork)



Identify, Reduce or Remove Waste –

- When waste is identified – avoid the impulse to jump in and fix it!
- Use DMAIC to guide the process!
- Don't assume you know the big picture!
- What you see as the problem may just be a symptom!
- Remember, some waste in healthcare is unavoidable and cannot be removed.
- Don't fly solo – call upon the team!



Value Stream Mapping – How?

- First, we must identify & define the ‘**Customer**’
- We must define the customers of:
 - The healthcare delivery system as a whole
 - Each process being targeted for improvement
- We must identify each customer as:
 - Internal Customers
 - External Customers



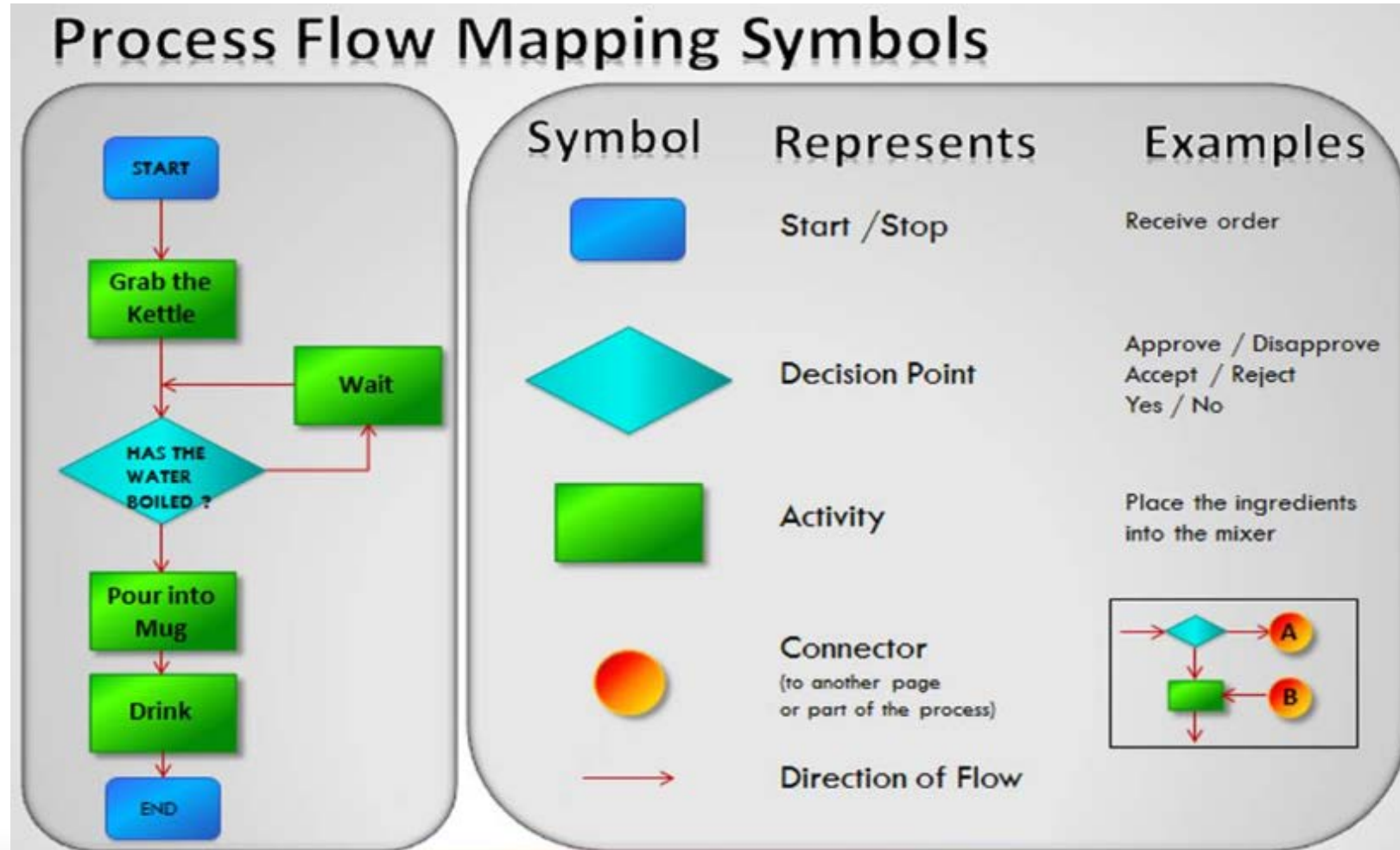
It is essential to incorporate the Voice of the Customer (VOC) into every process!

6 Steps to Value Stream Mapping

1. Document the Customer and the customer's needs
2. Identify the main steps of the process
3. Select the standardized metrics to measure each step
 - a) Time (process, lead, changeover)
 - b) Completion Percentage
 - c) Accuracy
4. Perform a "Gemba Walk" (walk through to assess current state)
5. Establish how steps are prioritized
6. Calculate the summary metrics

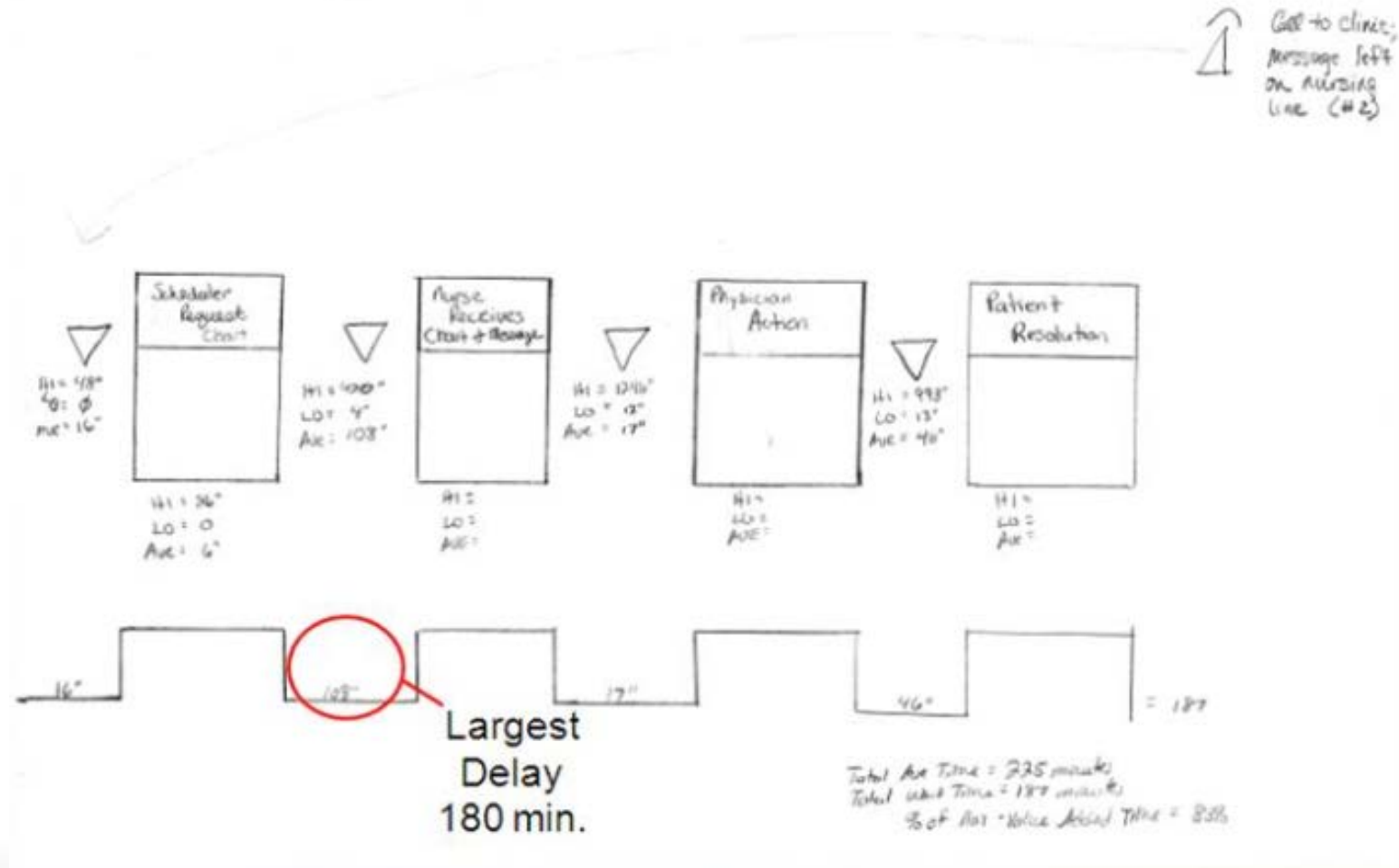


Sample of Commonly Used Symbols

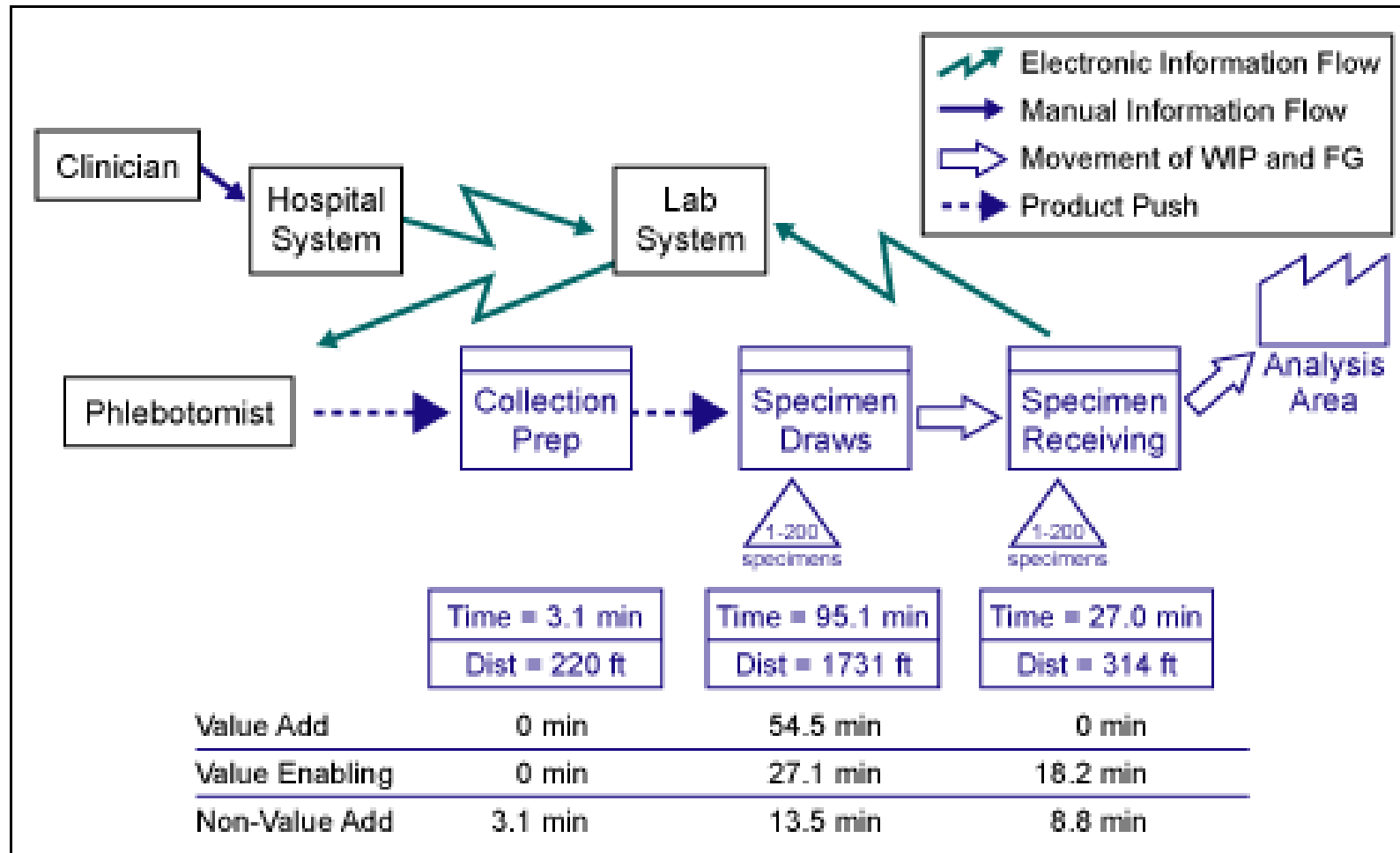


Sample VSM – Returning Patient Calls

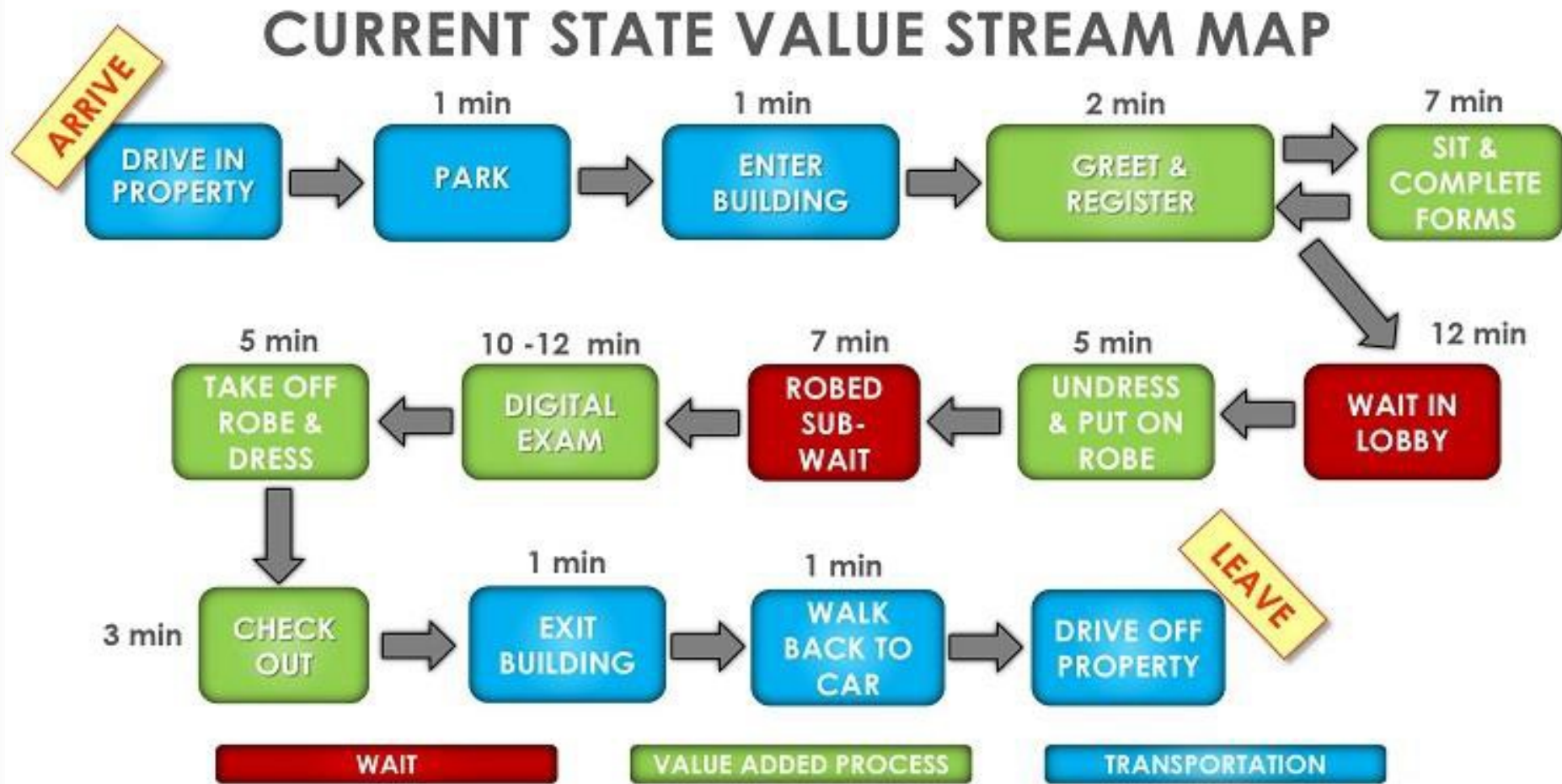
Returning Clinic nurse messages



Sample VSM – Lab Dept



Sample VSM – Radiology Dept



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Questions?





Thank You!

Jennifer Calohan, RN, TQMP, PCMH-CCE

Principal Consultant

CURIS Consulting

Jennifer.Calohan@curis-consulting.com

360-470-8378



Office Hours Session Four

Tuesday, September 11

12:00 – 1:00 pm

Please complete the evaluation at the end of the session.

We value your feedback as we plan our next Office Hour!

Upcoming WACMHC Training

NAHQ CPHQ Review Course

August 16-17 | Seattle, WA

[REGISTER HERE](#)

Understanding and Improving OneHealthPort's Clinical Portal

August 28 | 12:00 – 1:00 pm

[REGISTER HERE](#)

Putting PCMH into Practice: Care Coordination and Care Transitions (CC)

September 12 | 12:00 – 1:00 pm

[REGISTER HERE](#)

Social Determinants of Health: A Washington Roundtable for FQHCs

September 26 | Seattle, WA

[REGISTER HERE](#)

**Please complete the evaluation after the end of the session.
Your feedback is appreciated!**

Questions? Contact the WACMHC Practice Transformation Team at QualityImprove@wacmhc.org