WHEN IS LEAN TOO LEAN?

HOW MEDICINE MISSED DEMING

OR

YOU CAN’T PLANT A TURNIP IN CEMENT

Karen Wolk Feinstein, PhD
President and CEO
Pittsburgh Regional Health Initiative
JAPAN’S “SECRET WEAPON” REVOLUTIONIZED U.S MANUFACTURING

1950
Deming helps train hundreds of Japanese Engineers – the Toyota Production System (TPS) is born

1981
U.S auto industry adopts Lean – Ford is the first U.S. company to work with Deming

1993
Aerospace industry adopts Lean/TPS

1995
ALCOA adopts Lean/TPS – the ALCOA Business System (ABS) is born

BUT WHAT DO CARS, AIRPLANES, AND STEEL HAVE TO DO WITH HEALTH CARE?
PEOPLE ARE NOT CARS, BUT

- Health care, too, is full of processes (admitting a patient, having a medical visit, performing a surgery, sending a bill)
- Errors (defects) and waste are costly
- The facets of safety, reliability, and efficiency are also key in health care
- We, too, should be providing value to the patient (customer)

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PRHI BROUGHT LEAN TO HEALTH CARE

A regional health improvement collaborative (RHIC) established in 1997 by Karen Wolk Feinstein and then-ALCOA Chairman Paul O’Neill

- A regional, multi-stakeholder coalition
- An initiative of a business group, the Allegheny Conference on Community Development

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DO SOMETHING BIG

- Aim for zero deficiencies
  - Dramatic performance improvement is the best cost-containment strategy for health care
- Build a broad collaborative effort
- Use Lean as a method to support the work
85% reduction in MRSA rate

50% reduction in pap smear sampling defects

35 → 0 defective charts

17% drop in pediatric clinic wait times

86% reduction in medical errors

68% Drop in CLABS in 34 hospitals

180 → 0 Lost patient hours per month due to ambulance diversions

50% Fewer readmissions with COPD focus

THE PITTSBURGH WAY TO Efficient Healthcare

EARLY SUCCESSES, BUT
NO SPREAD. NO SCALE. NO SUSTAINABILITY

You can’t plant a turnip in cement
An organization must cultivate an enterprise-wide environment capable of achieving extraordinary levels of safety, reliability, and efficiency.
LEAN TEACHES SYSTEMS THINKING

Suppliers ➔ Manufacturing ➔ Distribution ➔ Retail Sales ➔ Customer Service
LEAN IS AN ENTERPRISE-WIDE, 24/7 COMMITMENT

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FOR TOYOTA, LEAN IS A TOTAL ENTERPRISE SOLUTION

- Innovative
- Visionary
- An Eye on the Goal: Moving People Safely and Efficiently From Place to Place
TECHNOLOGY IS THE GAME CHANGER
WHERE IS THE MUSEUM TO HEALTH CARE OF THE FUTURE?
THANK YOU

www.prhi.org