Introduction to SMMC’s LEAN / Kaizen Program
Introduction

The Blackbean Experiment
A Metaphor for Lean

• Unleashing:
  - Synergy
  - Creativity

• Kaizen
  - Engagement
  - Problem Solving

• + ...
Lean in a Nutshell

Head

Heart

Hands
• **Scientific Method**
  - PDCA: Measurable; Small tests of change; Example
• Relentless Reflection:
  - 5 Times Why
  - Example: SMMC Managers’ Retreat
• **Empathy:**
  - Clients / Patients
  - Peers → Staff, Leaders
  - Partners
  - Example: Walk in their Shoes
  - Example: SMMC Psych Panel
• **Humility:**
  - Video
  - Power of Questions
  - Example: Anchor Pharmacy
• Problem Solving
  - 1/7 Mistakes
  - Step 1: Awareness
  - Failing forward
  - Perfect is a verb
  - Example: Tx planning
Hands

- Community
  - Collective Intelligence
  - Beyond IQ
  - Pitcrew Collaboration
At the intersection ...
• **Fostering culture of:**
  - Long-term thinking
  - Servant Leadership
  - Surprising truth about what motivates us
  - Example: Toyota “Suggestion System”
Strategic Imperative

- **Goal:** Be a nationally recognized public, integrated healthcare delivery system by 2015
- **Do more with same resources:**
  - Unprecedented demand
  - Patient choice
  - Provider capacity
- **Need long term strategy for continuous improvement**

San Mateo Medical Center
A County System of Healthcare
Why LEAN?

- Rapid process improvement critical in achieving our long term goals

- Philosophy vs Tools

- Focus on quality, patients and staff; finances will follow
Less time searching, more time caring
Efficient processes reduce turnaround
Less waiting, more flow
Reduction in Defects
Better Handoffs

**Process Step**

**Wait Time**

**Process Step**

**Wait Time**

**Process Cycle Times**

**Process Cycle Times**

**Process Lead Time**

CT = 47:36
LT = 117:15
High Level Process

**STRATEGY** → **VALUE STREAM** → **KAIZEN WEEKS**

- **SUSTAIN GAINS**
- **CONTINUOUS IMPRVMNT**
6 month Spread

Adult Visits

Acute Psych

Pharmacy
2 yr Spread

Each small circle is a 10 person group
By the Numbers

- 2 Year Engagement
- 120 Certified Leaders
- 10 Value Streams
- 70 Kaizen Workshops
- 400 trained staff
KPO: Functions

- Education/ Training
- Supporting Rigor
- Promoting Practice
- Planning / Strategy

Culture
Summary

Perfect is a verb

Value People