



Introduction to SMMC's LEAN / Kaizen Program

Introduction

The Blackbean Experiment

A Metaphor for Lean

- **Unleashing:**
 - Synergy
 - Creativity
- **Kaizen**
 - Engagement
 - Problem Solving
- + ...

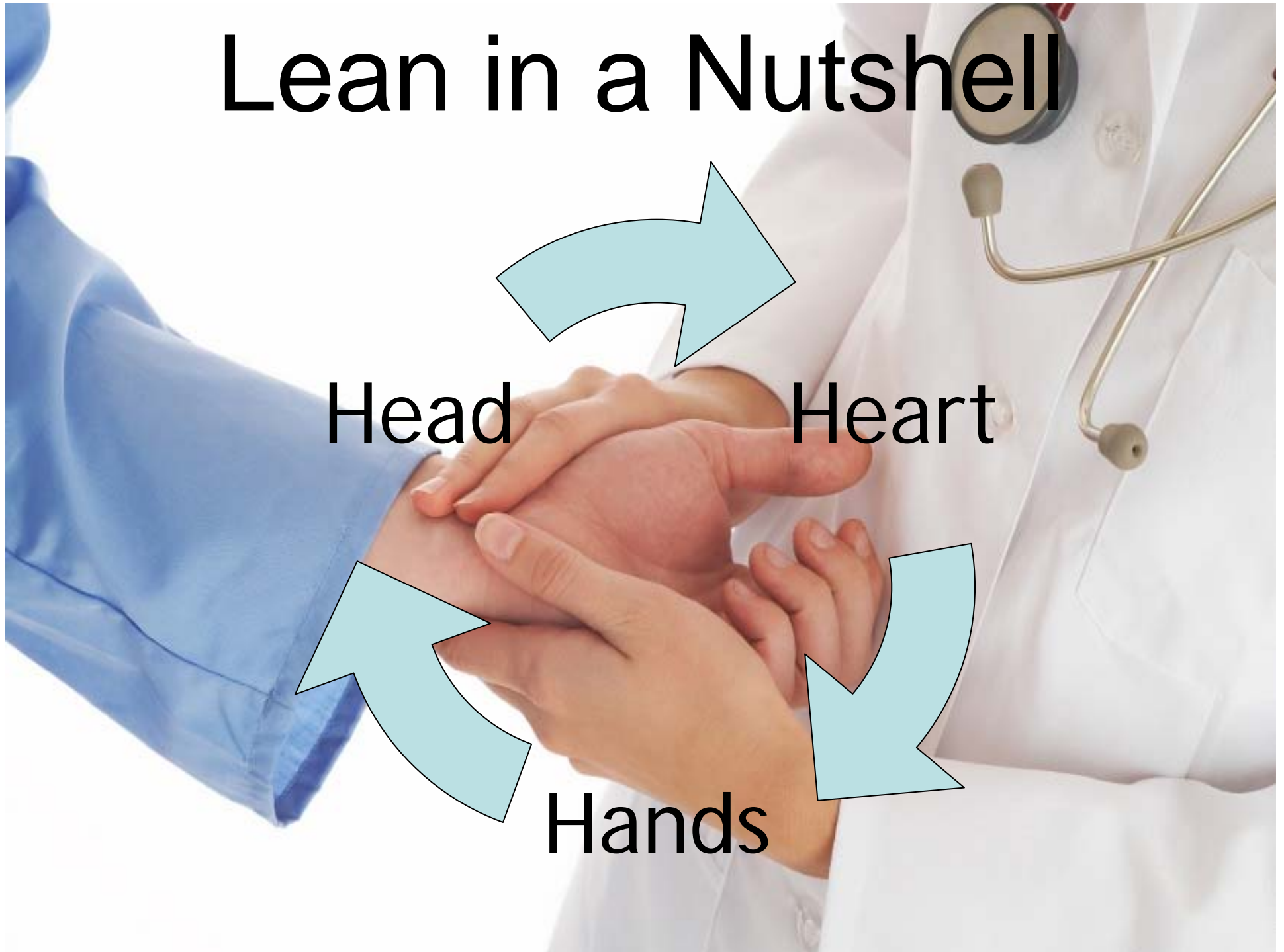


Lean in a Nutshell

Head

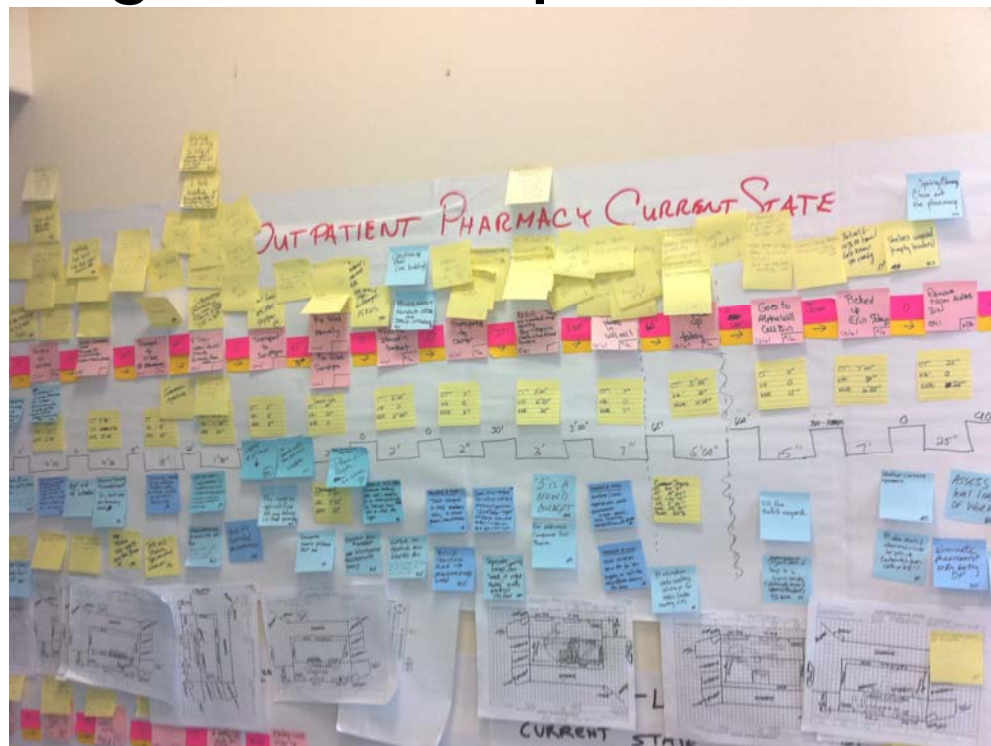
Heart

Hands



Head

- Scientific Method
 - PDCA: Measurable ; Small tests of change ; Example



Head

- **Relentless Reflection:**
 - 5 Times Why
 - Example: SMMC Managers' Retreat

Heart

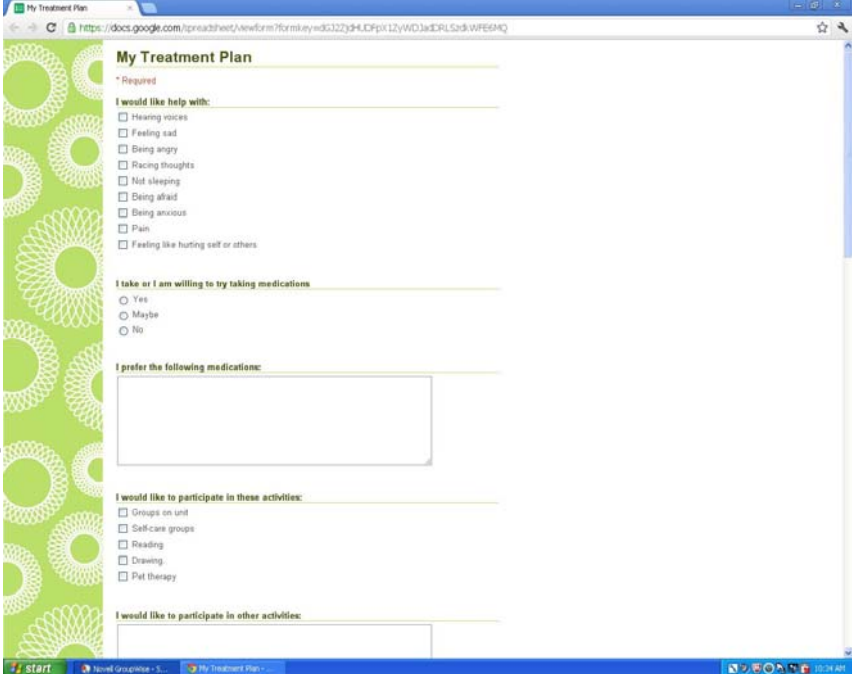
- **Empathy:**
 - Clients / Patients
 - Peers → Staff, Leaders
 - Partners
 - Example: Walk in their Shoes
 - Example: SMMC Psych Panel

Heart

- **Humility:**
 - Video
 - Power of Questions
 - Example: Anchor Pharmacy

Hands

- Problem Solving
 - 1/7 Mistakes
 - Step 1: Awareness
 - Failing forward
 - Perfect is a verb
 - Example: Tx planning



The image shows a screenshot of a web browser displaying a Google Docs document titled "My Treatment Plan". The browser's address bar shows a URL starting with "https://docs.google.com/". The document content includes a green decorative sidebar on the left with circular patterns. The main text area contains the following sections:

- My Treatment Plan**
- * Required**
- I would like help with:**
 - Hearing voices
 - Feeling sad
 - Being angry
 - Racing thoughts
 - Not sleeping
 - Being afraid
 - Being anxious
 - Pain
 - Feeling like hurting self or others
- I take or I am willing to try taking medications:**
 - Yes
 - Maybe
 - No
- I prefer the following medications:**
- I would like to participate in these activities:**
 - Groups on unit
 - Self-care groups
 - Reading
 - Drawing
 - Pet therapy
- I would like to participate in other activities:**

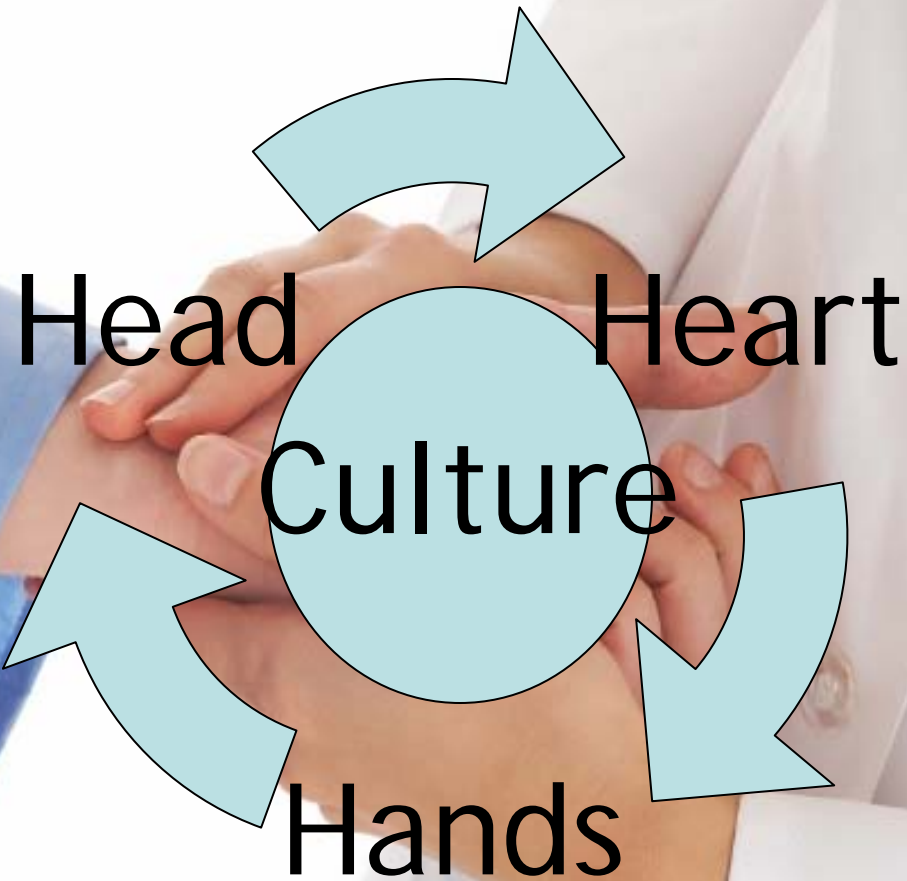
The browser's taskbar at the bottom shows the "start" button, several open windows, and the system clock displaying "10:34 AM".

Hands

- **Community**
 - Collective Intelligence
 - Beyond IQ
 - Pitcrew Collaboration



At the intersection ...



Culture

- **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

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



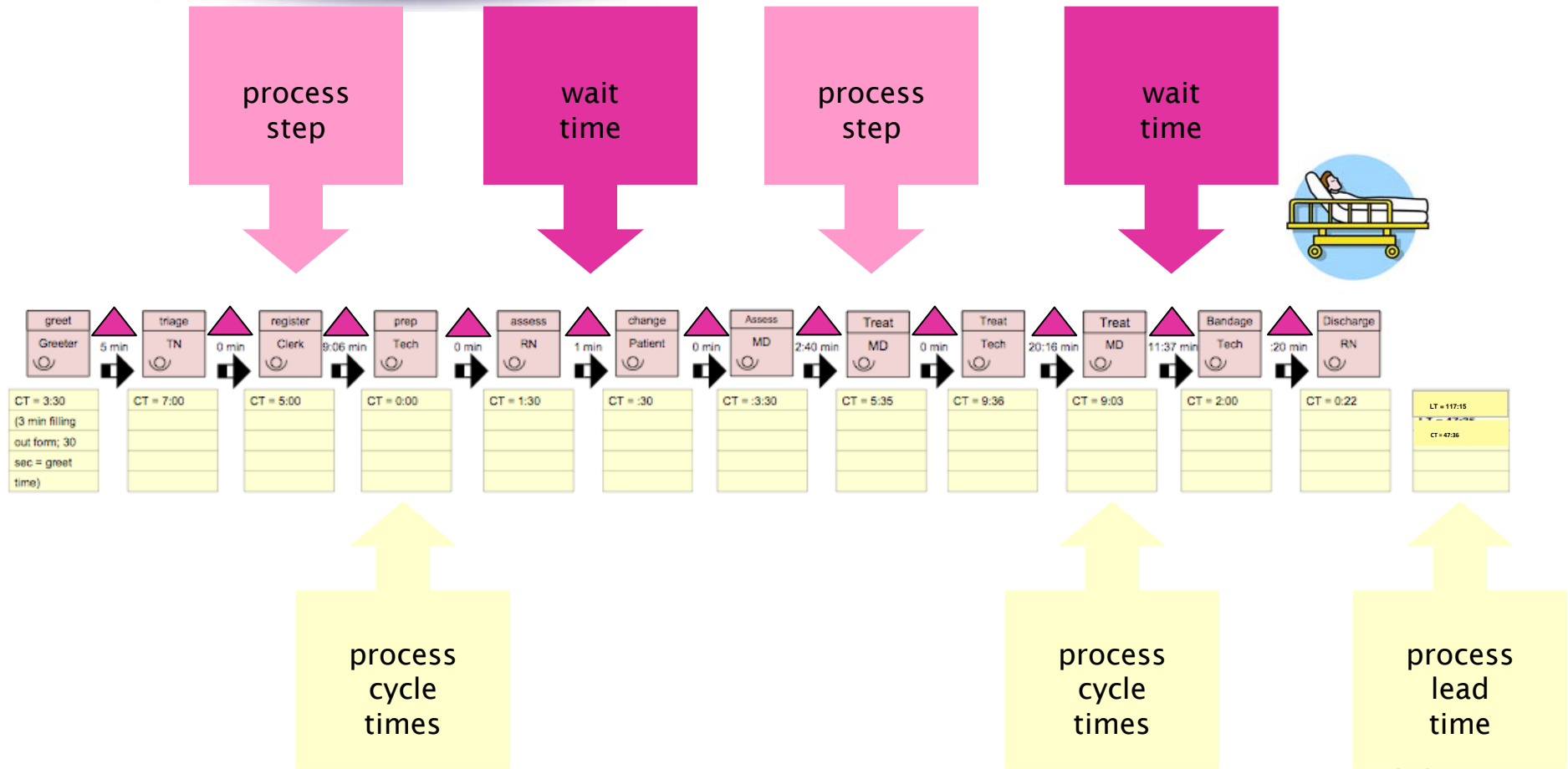
Less waiting, more flow



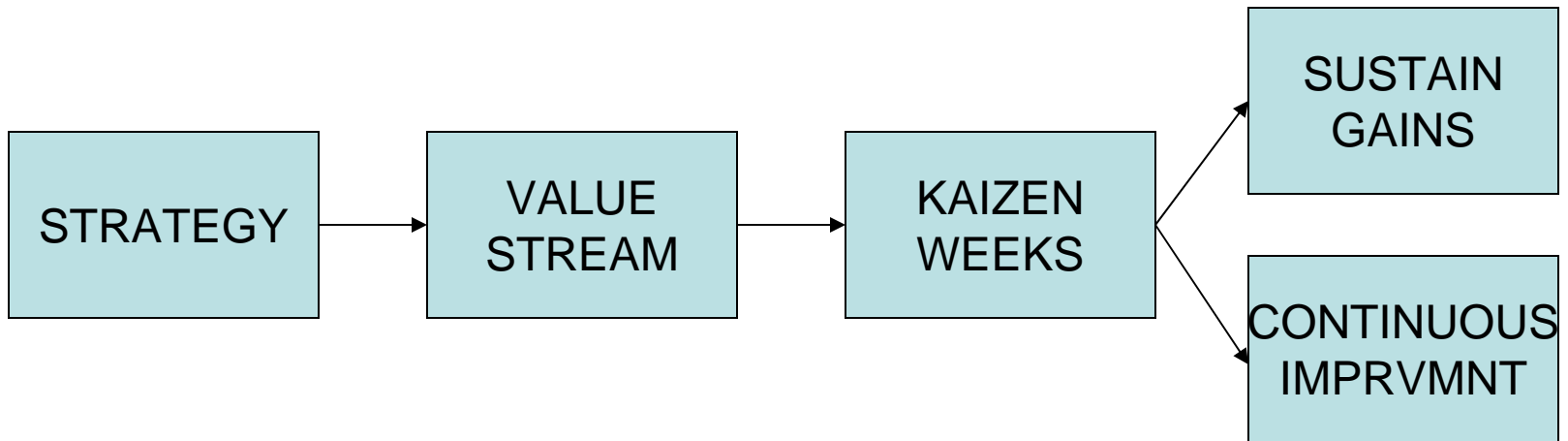
Reduction in Defects



Better Handoffs

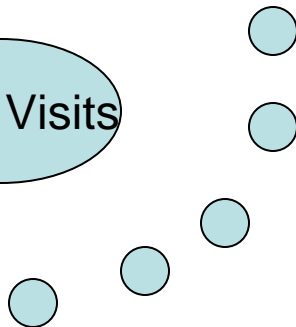


High Level Process

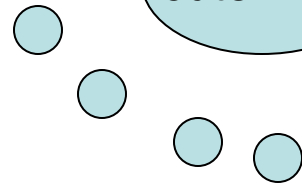


6 month Spread

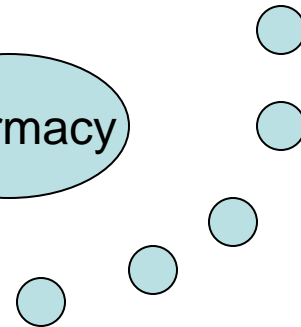
Adult Visits



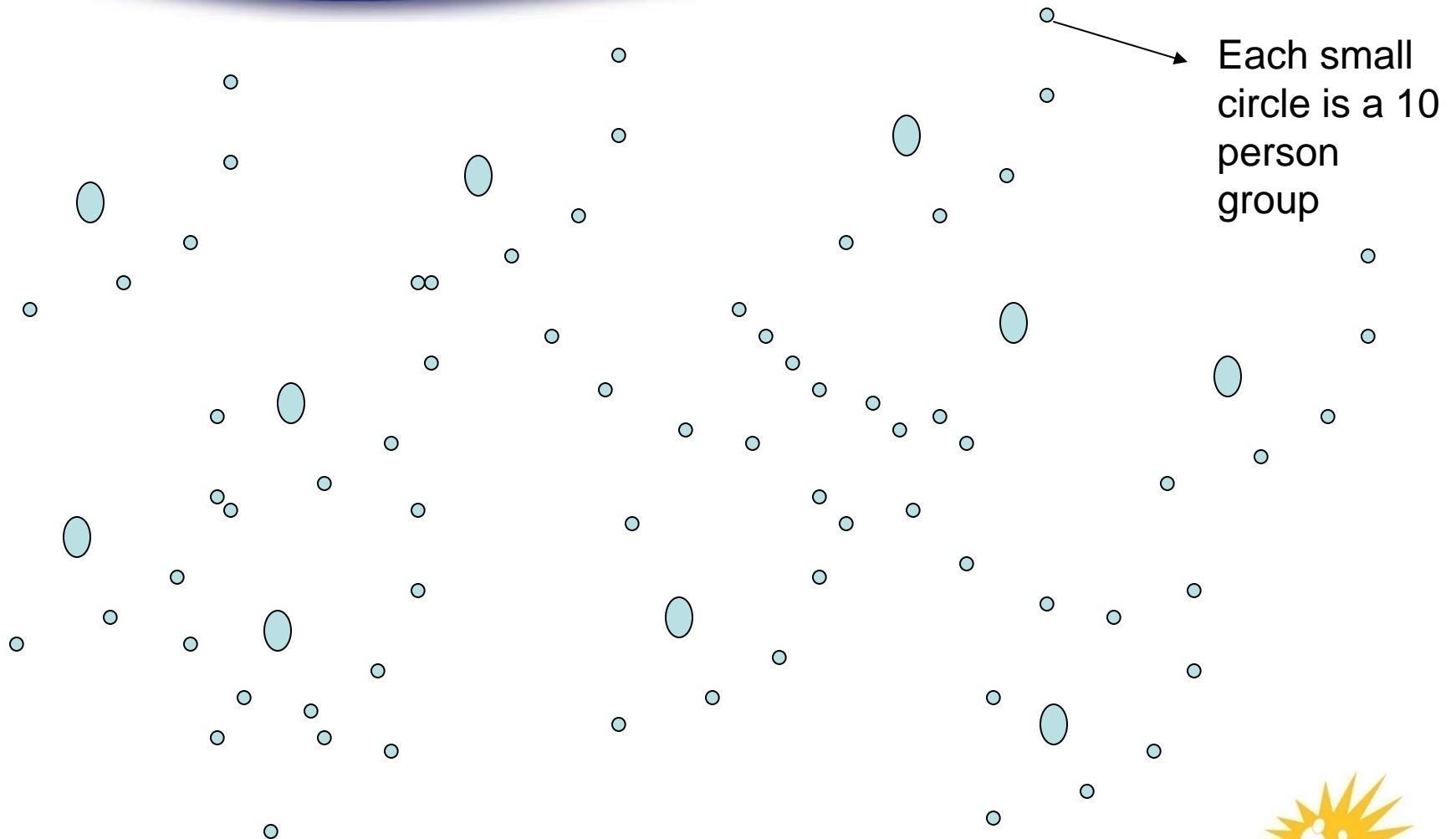
Acute Psych



Pharmacy



2 yr Spread



By the Numbers

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

KPO: Functions

Education/ Training

Supporting Rigor

Culture

Promoting Practice

Planning / Strategy

Summary

Perfect
is a
verb

Value
People

