


GLOBAL VILLAGE CONSULTING
"Making a healthier world through informatics"

Promise of Lean: How is eHealth Adopting and Adapting?

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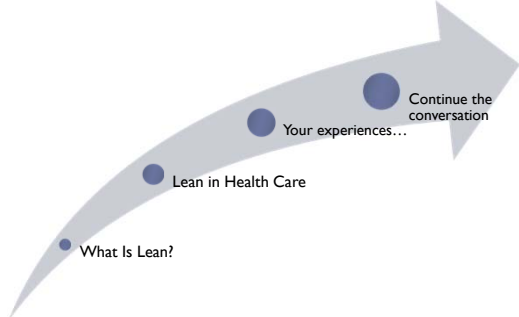


What is LEAN?

- ▶ **What is LEAN?**
 - ▶ "LEAN" is the set of management practices based on the Toyota Production System
- ▶ **Goals of LEAN**
 - ▶ Consistent across industries — to simultaneously improve:
 - Safety
 - Quality
 - Delivery (reducing delays & waiting through a process)
 - Cost
 - Morale


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The next few minutes...



- What Is Lean?
- Lean in Health Care
- Your experiences...
- Continue the conversation


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What is LEAN?

- ▶ **What is LEAN vs. what it isn't?**
 - ▶ **Isn't** "cut this, cut that!"
 - ▶ Lean is about having the right resources in place to do the right work for the client, with the right quality, at the right time
 - ▶ **Isn't** "mean"
 - ▶ Lean is respectful toward all who are participants in the a system


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Lean in Health Care

- ▶ Enables a patient-focused approach to the management and delivery of care while focusing on continuously improving how things are done
- ▶ Elimination of defects and errors to increase safety
- ▶ Front line staff look for better ways to deliver care
- ▶ Better health outcomes for patients
- ▶ Patients are more satisfied with their care


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Lean in Health Care

- ▶ **Impact of Lean within Canada:**
 - ▶ Increased employee engagement scores by 15% - St. Boniface Hospital, Manitoba
 - ▶ Reduced instrument decontamination and sterilization cycle time by 54% while improving productivity by 16%—Kingston General Hospital, Ontario
 - ▶ Saskatchewan is the first province in Canada to apply Lean across the entire health care system


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Lean in Health Care

- ▶ **Impact of Lean – Internationally:**
- ▶ **UK:**
 - ▶ Reduced trauma mortality by 36%
 - ▶ Reduced average length of stay by 33%
- ▶ **USA:**
 - ▶ Reduced turnaround time for clinical laboratory results by 60%
 - ▶ Reduced readmission rates for COPD patients by 48%
 - ▶ Reduced patient waiting time for orthopedic surgery from 14 weeks to 31 hours (from first call to surgery)


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Lean in Saskatchewan

- ▶ **Lean focus in Saskatchewan:**
 - ▶ All of the organizations involved in managing and delivering health care in Saskatchewan – including eHealth Saskatchewan – have agreed to use Lean as their common approach to providing the best possible care, most efficiently.
 - ▶ 900 health care system personnel will be trained in Lean
 - ▶ More than 1,000 Lean projects by various health organizations


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Lean within eHealth SK

- ▶ **eHealth Saskatchewan's adoption of Lean:**
 - ▶ Lean is explicitly included in strategic plan
 - ▶ Focus on maintaining a broad view by doing what is good for the health system as a whole
 - ▶ Tremendous effort in creating a Lean focused culture through strong leadership, education, inclusion, and empowerment
 - ▶ Talking about Lean as an investment not a cost
 - ▶ Becoming their own client and treating the rest of the health system as their client

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Your Experiences...

- ▶ **Challenges in implementing Lean?**

- ▶ **Questions about implementing Lean?**

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Lean within eHealth SK

- ▶ **Successes:**
 - ▶ Time required to fulfill a request for information for research purposes was reduced by 98% (2 weeks to 246 minutes)
 - ▶ Turnaround time to issue Vital Certificate dropped from 90 days to 3 days
 - ▶ Lead time to sign up for access to the eHR Viewer dropped from 60 days to 5 days
 - ▶ Reduced time from job order to offer from 100 days to 30 days
 - ▶ And this is just the beginning...

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Continue the conversation

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