Lean/Toyota in Healthcare

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Why Toyota?
What is “Lean”? 

Lean IS: 

Meeting your customers’ needs in an ideal way.

Intro Leadership and other staff in the room here as well.
Toyota is famous for identifying 8 “deadly” forms of waste.

As we define waste, find Exercise A and keep this worksheet in front of you and fill in examples from your own work in the last 30 days or so.

Give one or two examples of each kind of waste (preferably from SCH) and ask audience to share their own examples. (Don’t spend more than 2 minutes on each one!)
1. Waiting

Waiting:

- Waiting rooms
- Waiting for callbacks
- Specimens waiting for delivery
- Charts waiting for order entry
2. Defects

Broken equipment
Medication errors
Miscommunication
Inaccurate documentation
Computer errors
One article has claimed that American nurses walk an average of the circumference of the earth every year on the job. Includes not just lots of steps but awkward movement as well:

- balancing tube on your knee to load it
- reaching over family members to access equipment

Example of 3 registrars out at Oxford, but only one time stamp, so they have to get down off their stools and walk over to the time stamp for every registration.
4. Unnecessary transport

Any time the equipment, materials or patient is not when and where you need it at the point of care... it’s waste.

Example of Toyota which has the tools needed for a job hanging directly above the worker on stretchy cords. He/she reaches up to grab them, do the work then simply lets go and the tool springs back up into place. We may get to that point, but how do we at least REDUCE the amount of unnecessary motion?
5. Overproduction

Printing paper that goes straight to the shredding bin
Any time you push something to the next process before that process is ready to receive it, you have overproduction: example of Materials bringing 8 IV pumps at a time to PACU in the morning and shoving them into a tiny storage room, spilling out into corridor. Why is this a problem when the PACU will eventually use all the pumps that day and it will save Materials multiple trips?
1) Pumps sit idle for hours when other patients need them
2) Clogs up an already crowded hallway
3) Prevents staff from being able to access other equipment stored in the back of the room.
Ordering extra unnecessary tests (defensive medicine)
Appropriate level of care—does someone have a precious monitored bed when they don’t actually need it?
Double pump being used for a single line IV delivery on 5F RN consistently doing tasks that a CNA could do...
Examples from SCH. How easy is it to find materials? Is it the best use of precious hallway space?

Wheelchairs in hallway (ED)
Carts in supply closet (ED)
Old unused equipment crammed in the back of the Clean IV Room in Materials Mgmt

What’s so bad about excess inventory? Isn’t it better to have more of what you need than to run out? (Both are bad)
I can think of at least 4 reasons that excess inventory is bad—see if you can come up with some [try to coax ideas out of the audience]:
1) Takes up precious space
2) Ties up money
3) Can sometimes be unsafe (things falling out of cupboards on people)
4) Wastes time since it takes longer to find what you do need
5) Unused items can expire and then get thrown away and completely wasted
How is this a form of waste?
Toyota believes that there is critical expertise locked in the brains of the people who do the work at the frontline. If you don’t have a mechanism to draw out that expertise and put it to work, than you are wasting an important organizational resource.

Toyota is very good at this: they average 10,000 employee suggestions per plant per year. Almost all of which are tested or acted on in some way. That’s how they stay so far ahead of their competition.
The Toyota Way
The Toyota Way

WASTE

- Find it
- Reduce it

Using the SCIENTIFIC METHOD!
The Toyota Way

PEOPLE

1. Customers are at the center of the organization

2. Frontline staff are experts in their work
The Toyota Way

PEOPLE

• Respect them

• Challenge them
The Toyota Way in the ED

NumbER One Nationwide
In Patient Satisfaction
St. Clair Hospital - Emergency Department
Original ED: updated & renovated (no changes to basic floor plan)  New addition
Door to Room in Minutes

- Mini-Kaizen & Process Standardization
- Opening of new facility
Lean Healthcare is all about...

“making the right thing easier to do”