

Lab Quality Confab

Atlanta, Georgia

September 28-30, 2009

Infusing Lean Into Our Organization's Mindset: Lessons from Four Years Experience

Presenter:

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Director, Lean Enterprise



Change Is Hard!

Today's Objectives

- The First Four Years – Top 5 Lessons Learned
- Learn critical elements of a lean thinking organization
- Gain a better understanding of how a lean implementation impacts organizational leaders and YOUR personal development
- Gain insights for how to infuse lean thinking into your organization's DNA

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- Learn how to assess organizational readiness for

Who We Are

***BloodCenter of Wisconsin
advances patient care
by delivering
life saving solutions
grounded in
unparalleled medical
and
scientific expertise.***



Started by the Junior League in 1947

Nearly 900 employees

\$120M in Revenue

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What We Do


BloodCenter Service Lines

Blood Services	Diagnostic Laboratories	Blood Research Institute	Organ and Tissue Donation	Medical Services
<ul style="list-style-type: none"> Serve 55 hospital from across the state of Wisconsin Collections 190,000 units 12 donor centers 2,200 mobile drives Infectious disease testing Blood Products including blood derivatives and clotting factor concentrates. 	<ul style="list-style-type: none"> Innovation, Expertise, Results Specialized Testing Expert Assistance Comprehensive Results Areas of Expertise <ul style="list-style-type: none"> Hemostasis Thrombosis & Platelet Immune disorders Maternal Fetal Medicine Solid Organ Transplantation Stem Cell Transplantation Transfusion Medicine Molecular Oncology 	<ul style="list-style-type: none"> Basic, clinical, and applied research programs: <ul style="list-style-type: none"> Transfusion Medicine - Studies in platelet immunobiology, drug dependent antibodies, platelet dosing Thrombosis, Hemostasis and Vascular Biology - Studies of bleeding and clotting disorders, coagulation, sickle cell disease, and vascular events such as inflammation, platelet interactions, and the integrity of the blood vessel wall Immunobiology - Studies of B cells, T cells, autoimmunity, immune system development Stem Cell Biology/ Hematopoiesis - Studies in stem cells and cancer 	<ul style="list-style-type: none"> Wisconsin Donor Network organ procurement organization Wisconsin Tissue Bank tissue procurement organization 	<ul style="list-style-type: none"> Physician consultation Transfusion therapy procedures Comprehensive Center for Bleeding Disorders National Marrow Donor Program - State of WI


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of WISCONSIN™


Our Guide




Donor




Patient




Physicians




Staff



Hospitals





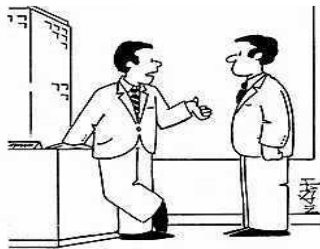
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Top 5 Lessons Learned

Change Mgt.	1. Get a handle on your culture.	Communication
	2. What's my line?	
	3. Get organized.	
	4. All aboard!	
	5. Manage yourself	



Lesson #1 Assess Your Organization's Culture



"The organizational structure is pretty simple: We do the work; they take the credit."

Source: CartoonStock.com

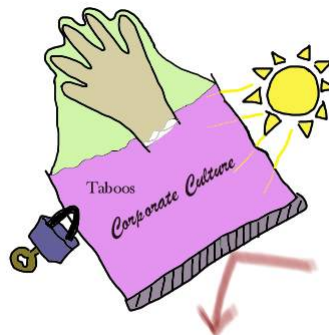


Traditional Culture	Lean Culture
Functional Silos	Interdisciplinary Teams
Managers Direct	Manager's Teach
Benchmarking to justify not improving ("Just as Good")	Seek ultimate performance – absence of wastes
Blaming	Root Cause Analysis
Individual Rewards	Group Rewards
Guard Information	Information Sharing
Volume Lowers Cost	Removing Waste Lowers Cost
Internal Focus	External Focus
Expert Driven	Process Driven

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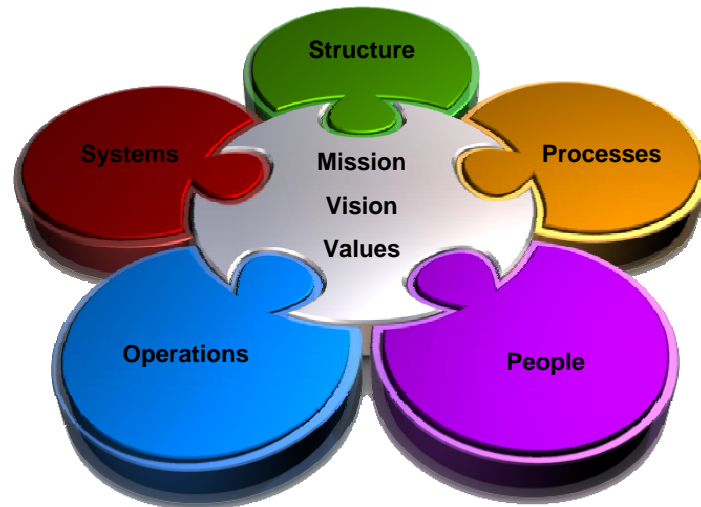
Cultural Norms & Behaviors



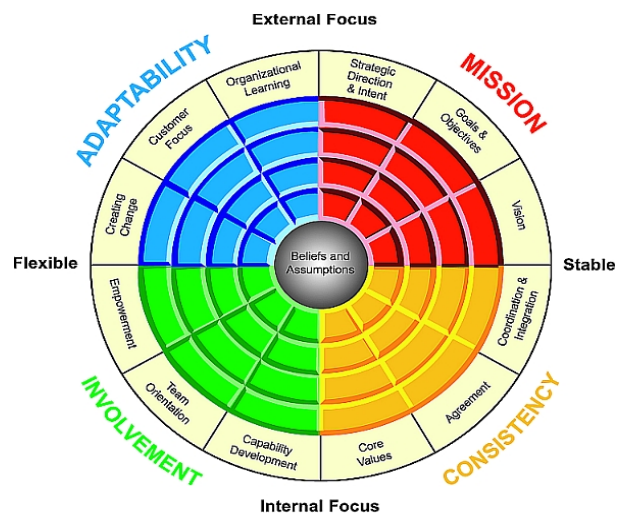
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Considerations



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Source: Denison Consulting, LLC

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The Problem

Japanese grocery stores had a problem. They are much smaller than their US counterparts and therefore don't have room to waste. Watermelons, big and round, wasted a lot of space. Most people would simply tell the grocery stores that watermelons grow round and there is nothing that can be done about it. That is how I would assume the vast majority of people would respond.



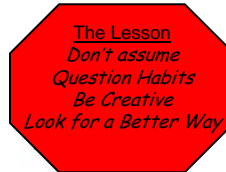
The Innovative Solution – A Different Approach

Japanese farmers asked themselves, "How can we provide supermarkets with a square watermelon? The solution to the problem of round watermelons wasn't nearly as difficult to solve for those who didn't assume the problem was impossible to begin with and simply asked how it could be done. It turns out all you need to do is place them into a square box when they are growing and the watermelon will take on the shape of the Box.



The Result

- Happy Grocery Store owners and had the added benefit that it was much easier and cost effective to ship the watermelons.
- Consumers also loved them because they took less space in their refrigerators which are much smaller than those in the US meaning that the growers could charge a premium price .



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Lesson #2 Create a Message



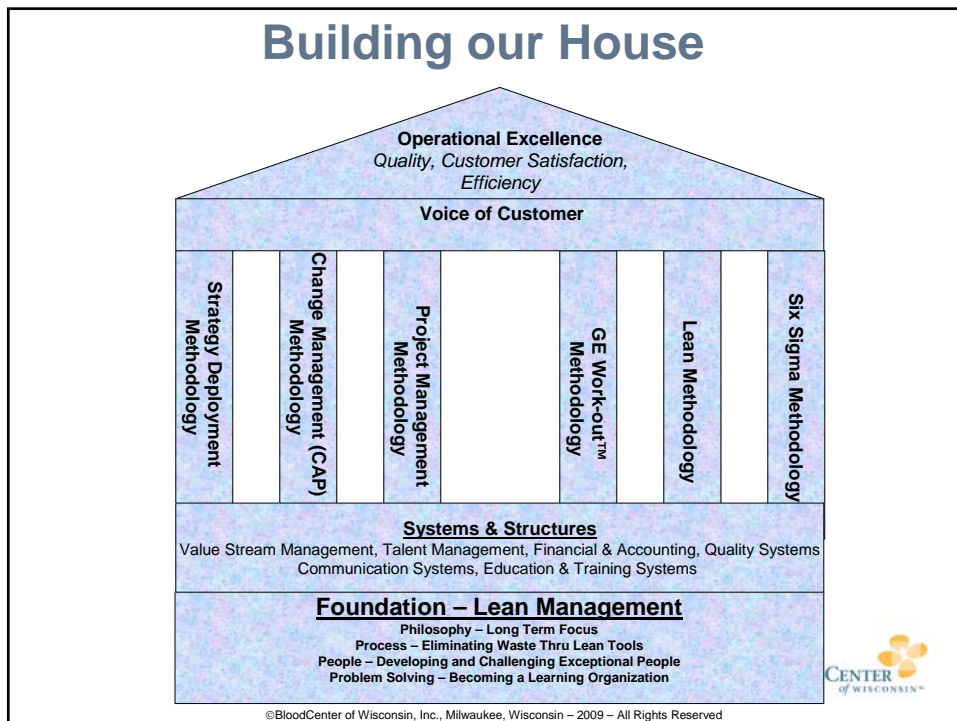
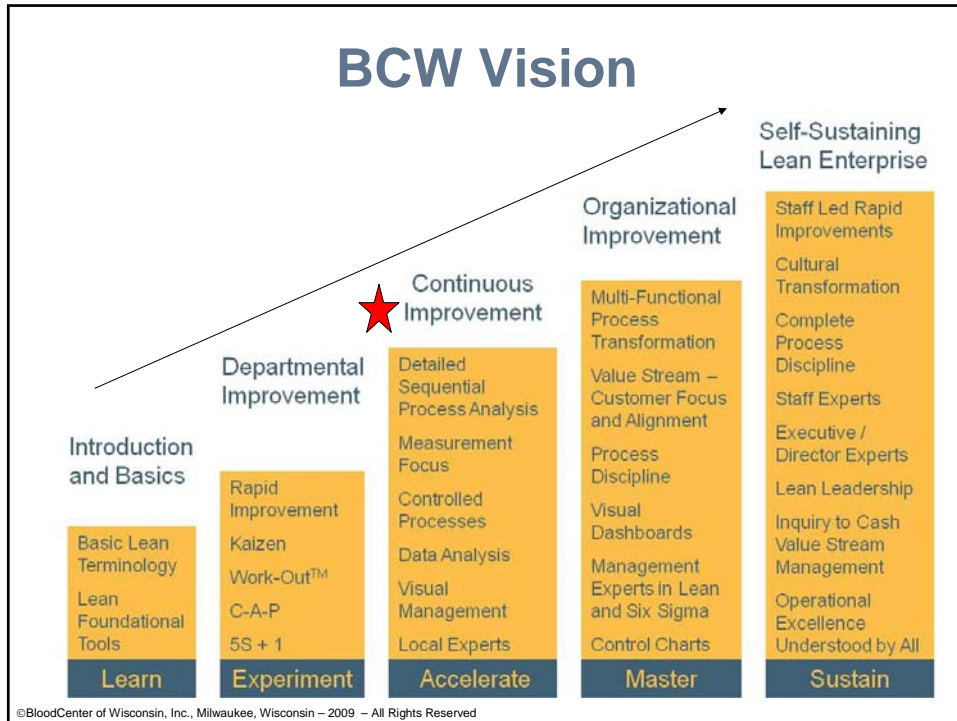
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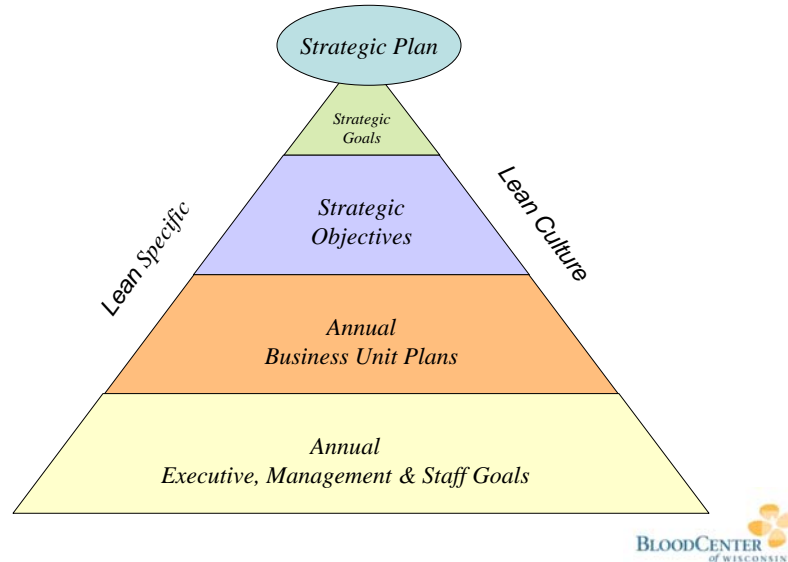
Messaging & Communication

- What is it...
- Why it's important...
- What I need from you...
- Communication Plan
 - Who
 - What
 - How
 - When



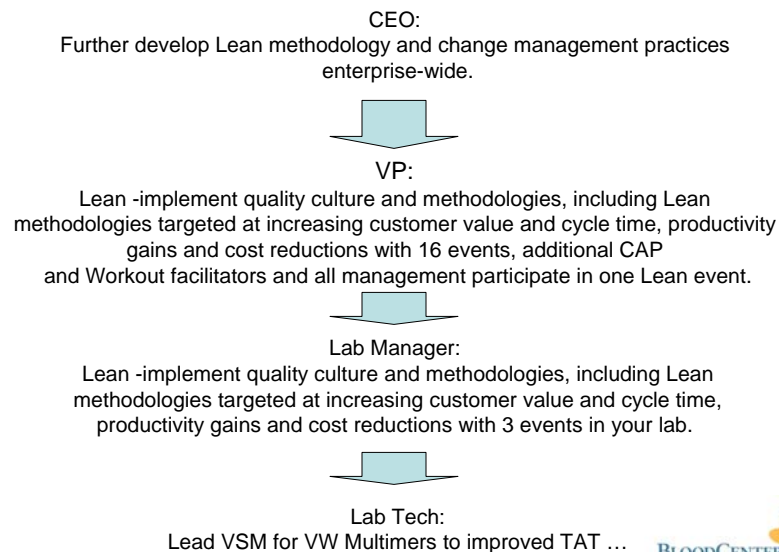


Create Alignment with Strategic Goals, Vision and Mission



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Management by Objectives



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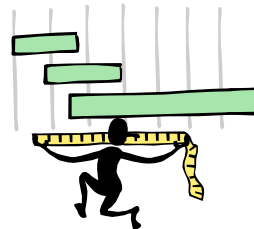
Lesson #3

Develop a Structure to Support the Change

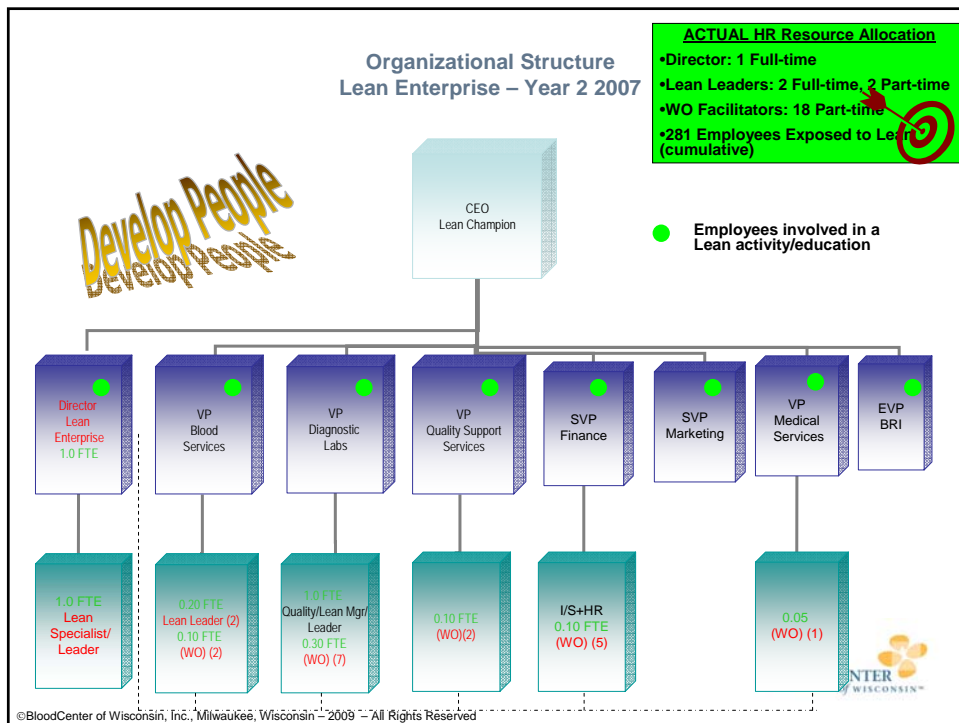
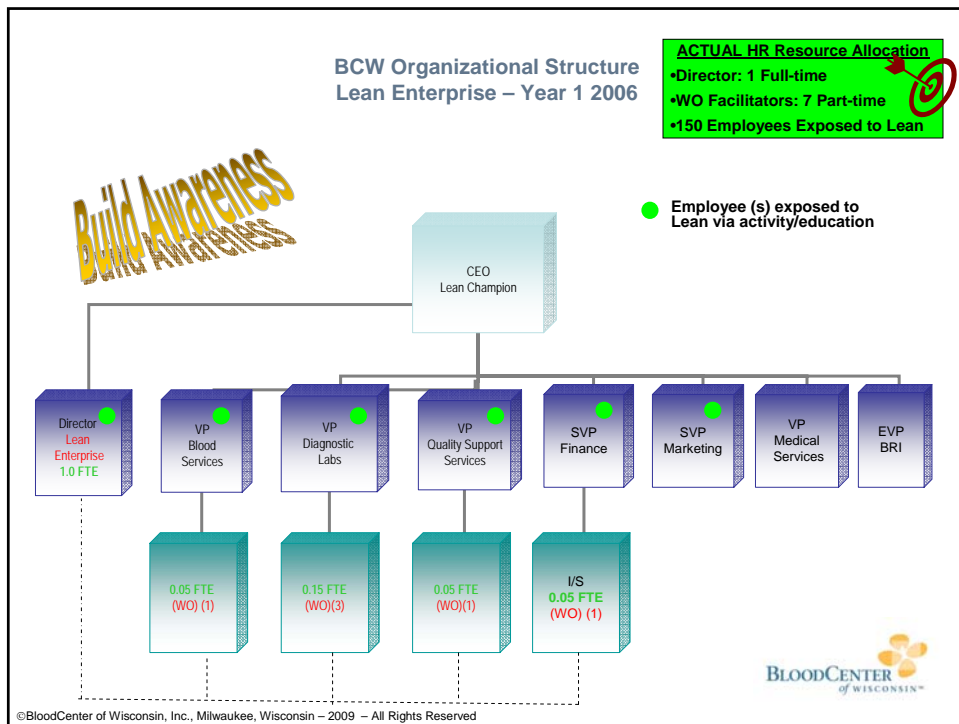


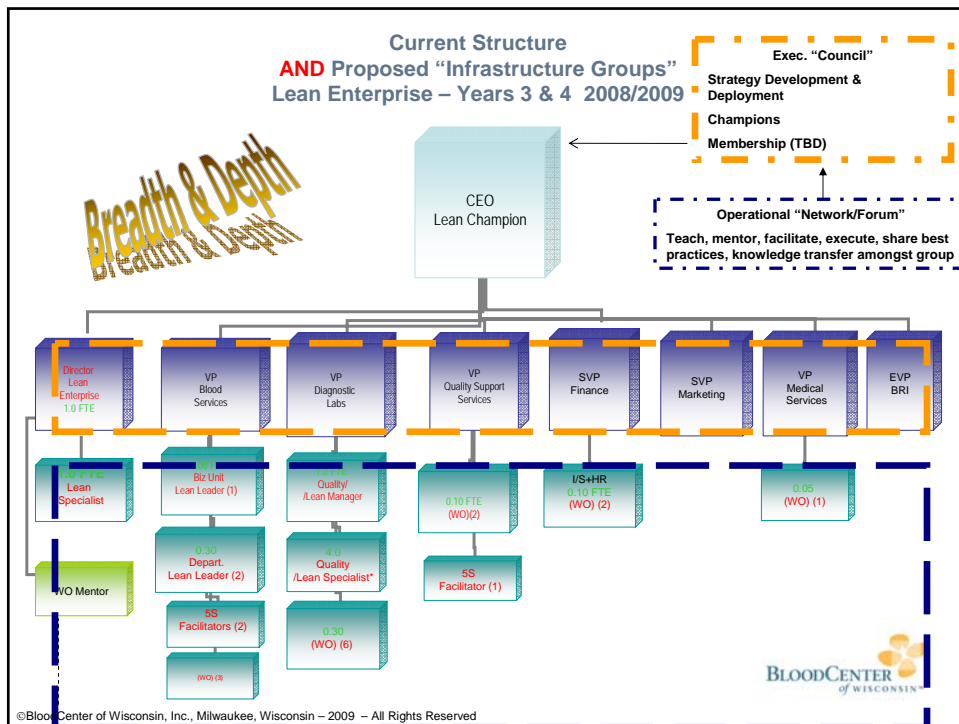
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Organizational Structure 3 Year Progression



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Lesson #4

Gain Support & Buy-in



How To Get Buy-in & Commitment

1. Communication

- Strategy & Plan
- Rule of 7 (7x & 7 ways)

2. Participation

- Projects
- Learn it, do it, teach it
- Tell you story

3. Assessment

- Informal - Stakeholder Analysis etc.
- Formal - Survey



Title: Transfusion Service Clerical Area 5S

Date: October 14, 15, 23, 2008

A Lean Story Board

PROJECT TEAM



Jaime Petricek, Tina Pugh, Sandra Osbourne (facilitator), Leanne Deptula

PROJECT DESCRIPTION

Goal: Reduce clutter, Decrease time to find things

Scope: Clerical and Medical Director area

APPROACH

5S



PRE



ACTIONS

Bookshelves



Clerical Area



Clerical Supply Cabinet



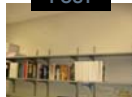
Medical Directors Area



Office Supply Drawer



POST



RESULTS

- ❖ Safety improved by lowering shelves allowing all staff to access books without overreaching.
- ❖ Consolidated office supplies.
- ❖ Created office supply storage where items are more accessible and organization allows for easier reordering.
- ❖ Developed a plan for eliminating duplicate and non-value added Sunquest reports.
- ❖ Created a better organized space for the Medical Director.

IMPACT

- ❖ Sent 9 record retention boxes for storage offsite.
- ❖ Gain of 111 inches of book shelf space.
- ❖ Gain of 51 inches of hanging file space and
- ❖ Gain of 28 inches of under-counter drawer space.
- ❖ Filled 1 large grey + 1 small blue recycling bin and 2 garbage cans with items no longer needed.



Rapid Improvement Process

HLA Matched Platelet Outdate Reduction

03/17/09

PROJECT TEAM

Sponsor: Rick Hart

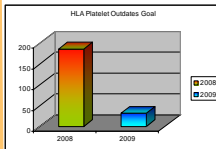
Team: Jo Ludorf, Jan Wilkins, Paula Waldoch

Facilitators: Terry Miller

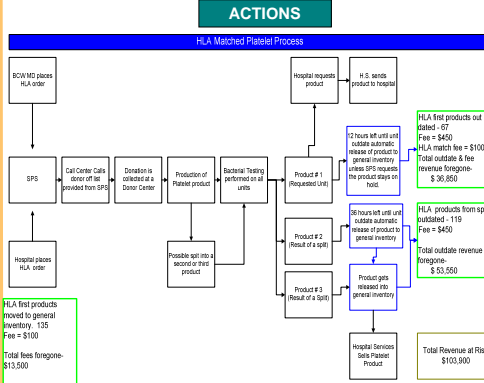
PROJECT DESCRIPTION

OBJECTIVE(s)

• Reduce HLA matched Platelet products from outdating in Hospital Services.



A Rapid Improvement Process was used to reduce the waste of defects (Outdates) that occur in Hospital Services due to HLA matched products not being released to general inventory for sale and to address HLA fees that have been forgone.



RESULTS

- An increased revenue opportunity to sell 155 more platelet products.
- An increased revenue opportunity to realize HLA fees that have been foregone in the past on 135 products

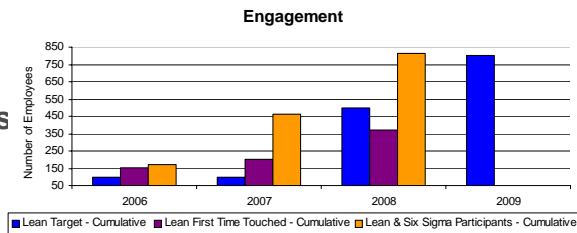
IMPACT

- A reduction of 80% of HLA matched platelet products that outdate in Hospital Services.
- Revenue gain due to collecting HLA fees that were forgone in the past.
- Financial Impact
- A potential cost saving of \$93,150 per year. (Outdate reduction + Fees for HLA matching)

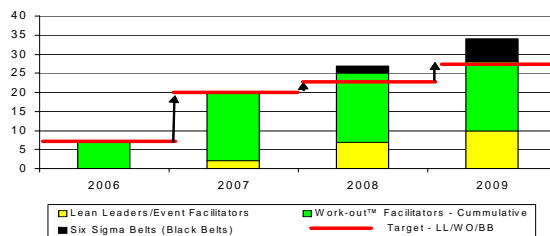


Current State

→ Participation Goals



Development



← Development Goals



Lesson #5

Manage Yourself



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Baseline

LEAN LEADERSHIP

Lean Mindset Self Assessment

Mindset:
An Inclination or a habit

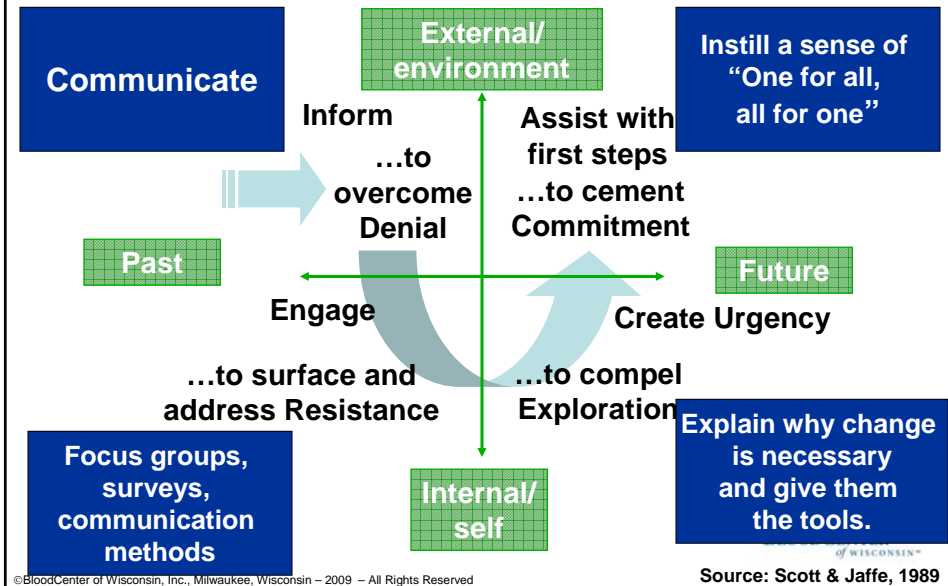
Directions: Indicate where you fall on each of the continuums. Not all items may apply to you. Some exaggeration in the descriptions is intentional. The data gathered at today's session will help us in developing educational programs, leadership standards and other systems and structures that will help to sustain, support and cultivate a lean thinking organization in the upcoming year.

Statement	1	2	3	4	5	Statement
Problems upset me						I welcome problems.
I look after my own interests first.						I am part of the company team.
Defects are not my problem						Quality is my responsibility.
My management style is "command and control"						I am a participative manager.
I reward individual achievement						I reward teamwork.
Rocking the boat makes me anxious...						I look for ways to continuously improve.
I tend to be competitive with others						I seek ways of collaborating with others.
I think of my work as highly specialized.....						I try to learn and use many different skills in my job.
I like to work independently of others						I like to work with others.
My experience is my data						The data is more important than my experience.
I am interested mainly in my own area						I try to be aware of the whole
I spend a lot of time fighting fires						I teach others to solve problems.
I will approve training only if it's clearly needed						I'm responsible for the development of my reports.
I am stuck in my ways						I enjoy learning and changing.



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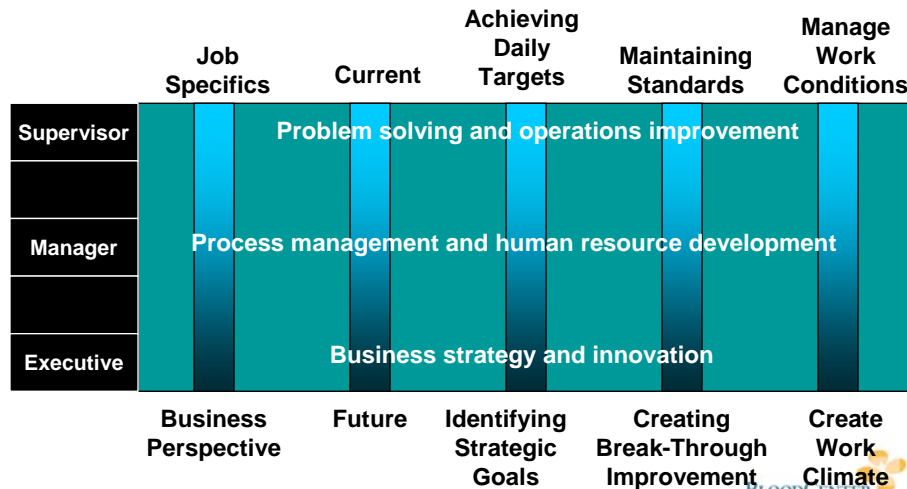
Personal Change Journey



Mass vs. Lean Leader Characteristics

- | | |
|----------------------|-----------------------------------|
| • Direct / tell | • Teach / enable / support |
| • Guard information | • Share information |
| • Place blame | • Find root cause |
| • Short term results | • Sustainable results |
| • Manage by fear | • Manage by facts |
| • Fire fight | • Solve problems, attack waste |
| • Function in silos | • Cross functional teams, systems |
| • Expert driven | • Process driven |
| • Reward 'heroes' | • Maintain standards |
| • Quick decisions | • Observe, ask and listen |

Lean Leadership Focus



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Reflection



Personal reflection (I, my, me)

- How did I impact or influence this?
- What part do I own?
- What is my responsibility?
- What is the data telling me?
- What should I be doing?

Project reflection

- What were we trying to do?
- Why were we trying to do it?
- What did we actually do / change / accomplish?
- Why did it happen?
- What remains to be done? What is the plan?
- What did we learn?
- How will we apply / share what was learned, in the future?



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Change Management



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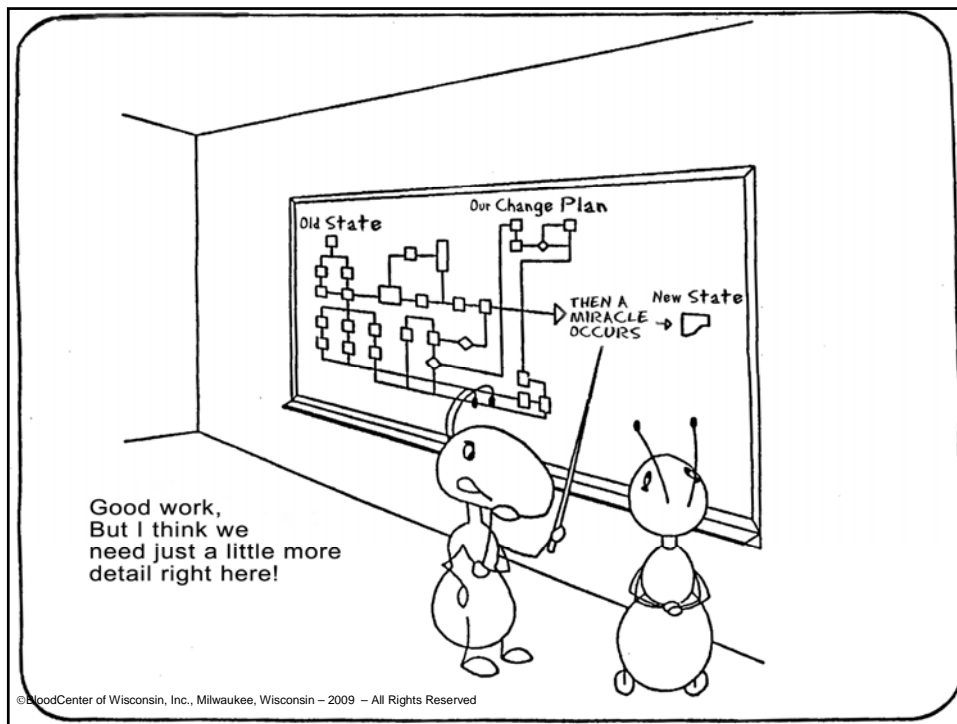
Why Change Fails – 8 Errors

1. Not establishing a great enough sense of urgency
2. Not creating a powerful enough guiding coalition
3. Lacking a vision
4. Under communicating by a factor of ten
5. Not removing obstacles to the new vision
6. Not systemically planning for and creating short-term wins
7. Declaring victory too soon
8. Not anchoring changes in the corporation's culture

Source: Kotter, John



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Change The Culture

	Old Paradigm	New Paradigm
Measurements	End result only	Trends of improvement
Support Staff	Critical of shop floor	Serves shop floor
Problems	'None' and repetitive	No problem is a problem
Solution Focus	People	Systems / processes
Information	Restricted / closed	Shared / open
Methods	Static / routine	Changing / improving
Management Approach	Crisis	Preventive
Career Movement	Fast / skimming	Slow / broad
Supervision	Inspector	Coach
Employee Development	Do as told	Learn by doing
View of People	Costs	Assets

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To Support Change...

- **Model the behavior you want to see**
- **Make time**
- **Ensure alignment, highlight interdependencies**
- **Make decisions at the lowest level possible**
- **Plan to avoid wasting time**
- **Deal with resistance**
- **Make change visible**
- **Measure progress through process and results**
- **Communicate and celebrate success**



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Transformation

- **Call for Change**
- **New Vision**
- **Commitment**
- **Sustaining**
- **Monitoring Results**



Process for Managing Change



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Success in Lean requires...

- A systems perspective
- Mental calibration and adjustment to a lean world
 - Work habits
 - Routines
 - Way you think about managing work and productivity
 - Discipline
 - Focus on the process
 - It's easy to manage the way we have always managed we must reverse the focus on results to a focus on the process --- the results will come as a natural byproduct of focusing on the process. Need to pay attention to both.
 - It is the process focus that sustains and will extend lean implementation
 - A lean culture emerges as leaders replace the mindset learned in our careers
- Your LEADERSHIP, commitment, demonstrated support through verbal and non-verbal communication



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**Any change,
even a change for the better,
is always accompanied by
drawbacks and discomforts.**



Top 5 Lessons Learned

Change Mgt.	1. Get a handle on your culture.	Communication
	2. What's my line?	
	3. Get organized.	
	4. All aboard!	
	5. Manage yourself	



"I'm looking for a place where good old business practices haven't changed."

?

Q&A

Q&A

Question ?

& Answer

Q&A

Q&A

?

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