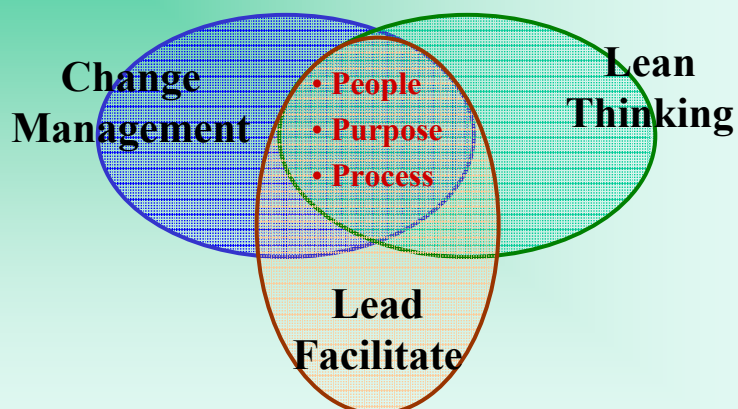


“Change Management & Lean”

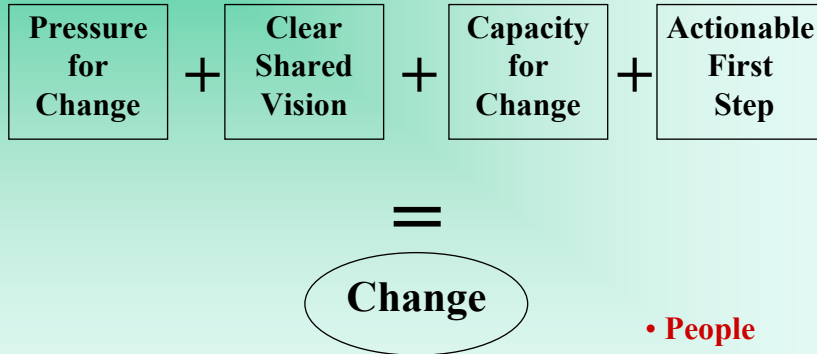
1

A model – Change & Lean



2

Change Achievement

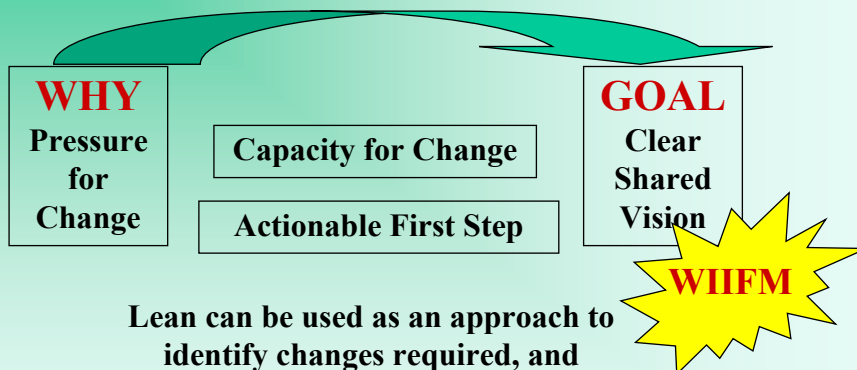


- People
- Purpose
- Process

Source: Unknown

3

Change & Transition



Lean can be used as an approach to identify changes required, and provide tools to make the transition.

Source: Unknown

4

Kotter 8 steps to change

- Create a Sense of Urgency
- Form a Powerful Coalition/ Support Team
- Create a Vision for Change
- Communicate the Vision
- Remove Obstacles
- Create Short-term Wins
- Build on the Change
- Lock in the Changes as a Habit

REF: John Kotter – Leading Change (1995)

Berwick – Transition

- Perceived benefit by client
- Compatible with values/ beliefs/ needs
- Simple – easily actioned
- Can be tested without risk
- Observable benefits
- Attention to early adopters
- Leadership by presence/ behaviour

REF: D Berwick. JAMA, April 16, 2003, Vol289, no15

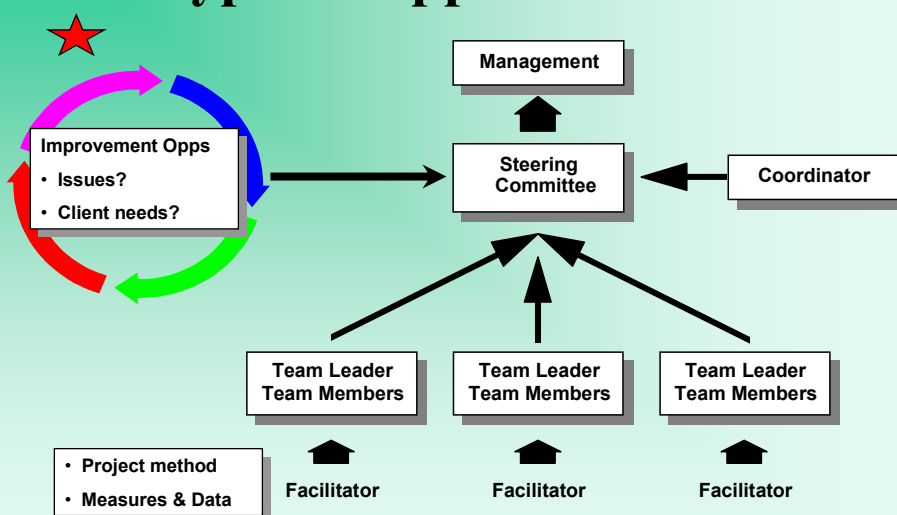
Identifying Projects

- Sources – choose
 - Key processes: errors, frustrations
 - Key KPIs & stakeholder requirements
 - Complaints,
- Prioritise – choose criteria
 - Doable, visible, measurable
 - Impact / effort

• How do you identify projects?

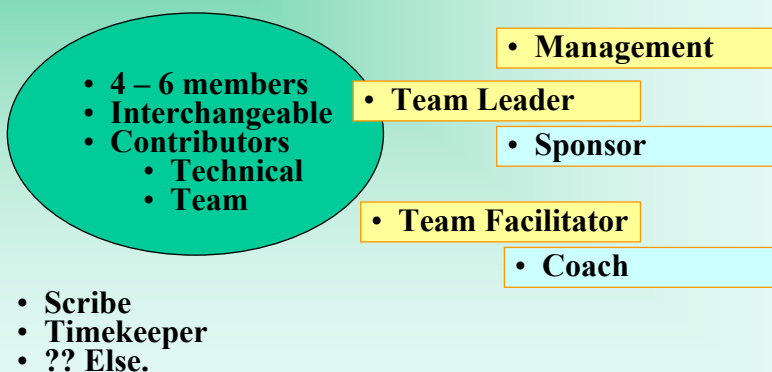
7

Typical support structure



(Courtesy Australian Continuous Improvement Group, www.acig.com.au) 8

Typical team structure



9

Team Method - DIAGNOSE

1. Define
2. Investigate
3. Analyse
4. Generate solutions
5. implemeNt
6. check Outcomes
7. formaliSE –
procedures_and
training



PDCA: at every step. What team, or data tools do we need? Who is our stakeholder? What are the measures?

10

Facilitator Role

The facilitator is responsible for process, for guiding a group or team toward its goal or objectives. The team members are responsible for the content and output of the team process.

Phrases that capture the role of facilitation include:

- Leading without being in charge. (I.Bens)
- A catalyst for the science of deliberate improvement.
- A navigator who maps the path to take a group of intentions to a team of achievement

11

Facilitators - ‘navigators’

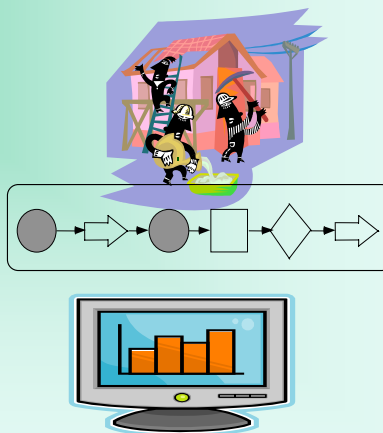


Source: Unknown

12

Tools for Lean

- Stakeholder analysis
- Mapping
- Brainstorming
- 5 Whys
- 7 Wastes
- Pareto charts and thinking
- Run charts
- Histograms



13

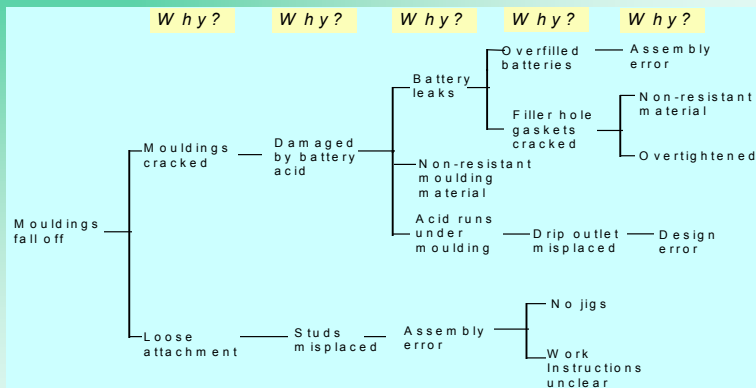
Stakeholder Analysis

Client Groups	Outcome Needs	Output Specif.	We Do - work	Std's - Accred
. Who . #’s	. Result . Benefit . They say . We think . They do . #’s	. What . Make . Feature . Deliver . Measure . QA	. Key polic. . - proced’s. . - work inst. . - docs. . QA, CI	. Regs. . Outcome . Links/refs
	Measure #?	Measure #?	Measure #?	

- To identify the outcome and output requirements of the key stakeholders: verification may be required.

14

5 Why



- To involve audience in identifying root causes. To avoid addressing symptoms, to see the bigger picture.

15

Tools for Communication

- Listening
- Questions
- Decision making
- Issues and Intervention
- Recording and reporting

16

For more information

- Web sites:
 - Institute for Healthcare Improvement
 - Superfactory.com
 - Vic. Public Service CI Network
 - Lean.org.au - healthcare
- ACIG
 - Email david@acig.com.au
 - For slide copies, above links, case study copy

Lean Thinking

- is a way of thinking
- is not a tool or a program



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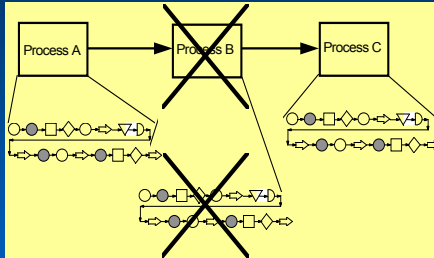
Five Basic Principles:

- Specify value from the standpoint of the customer (patient centredness)
- Identify the value stream for each product family (what is essential)
- Make the product flow
- So the customer can pull (as needed)
- As you manage toward perfection.

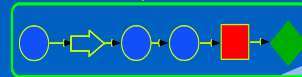
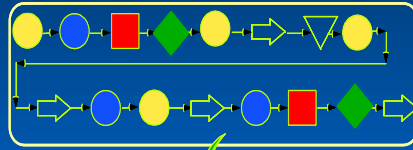


Womack
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Eliminate Waste



Identify the essential



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Typical Tools

- Team Tools
- Team process
- Stakeholder analysis
- Value stream map
- 5 “S”
- RCA – why, why.
- Force field analysis
- ..many others..

Data Tools

- Audits
- Run charts
- Pareto charts
- Benchmarking
- Surveys
- PDSA
- ..many others..



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Lean: Science + People

Lean is scientific

- Quantitative methods can be used
- Requires an output, and an outcome

Human Factors

- Patient centred
- A vehicle for 'PRICE'

Mapping

- Context for data, measures, variation
- Reveals data flow and material flow, or not.



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What is Lean?

- Specify value from the customer's point of view
- Map the value stream, starting at the customer
 - Information Flow
 - Material Flow
- Remove Waste
- Patient outcome
- Model of Care
- Do no harm



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