



# Primary Care Collaborative

*Working with you to restore the joy in primary care.*

NCIOM workshop 10/17/2014



Primary Care  
Collaborative



# The Need to Manage Change In Healthcare Is Not A New Problem

“The existing deficiencies in health care cannot be corrected simply by supplying more personnel, more facilities and more money.

These problems can only be solved by organizing the personnel, facilities and financing into a conceptual framework and an operating system that will provide optimally for the health needs of the population.”

Dr. Robert Ebert, Founder,  
Harvard Community Health Plan, 1967

# Why Lean as a Strategy?

“The single most important critical factor missing in healthcare organizations is a management system that supports improvement.”

John Toussaint,  
CEO Healthcare Value Network  
CEO Emeritus for ThedaCare

# Other Health Care Organizations Have Successfully Implemented Lean



# Key Concepts of Lean

Based on Two Simple Concepts:

**Respect for People**

**Continuous Improvement**

Respect for all people is a foundational value.



# Key Principles

- The **patient** defines value.
- Deliver **value** to patients on demand (flow).
- Standardize and solve to **improve**.
- Shared **team** responsibilities enables higher performance.
- Transformational learning** requires deep personal experience.

# Add Value to Each Phase of the Patient Experience

## Before The Visit

## During the Visit

## After the Visit

## Between Visits



Visit Scheduling



Pre-visit Planning



Check-in



Visit



Follow-up



Between Visits

Care Team Members Working to the Top of Their Skill Set with Seamless Hand-Offs

- Visit purpose capture
- Helpful staff
- Appointment availability
- Accurate data capture/ transfer
- Visit expectation setting
- Patient needs assessment

- Agenda setting
- Pre-visit orders driven by best practices and patient needs
- Medication management needs identified
- Pre-visit information provided
- Patient education identified and planned

- Attentive staff
- Minimal additional paperwork
- Technology based check-in
- Short wait times
- Patient updated on providers' on-time status

- Seamless hand-off between care team members
- Enhanced CMA roles
- Collaborative documentation
- Provider created assessment and plan
- Enhanced scribing function

- Follow-up visit scheduling
- Complete plan by placing orders
- Referral management
- Test results through MyChart
- Care escalation

- Message management
- Coaching
- Behavioral health
- Disease state management protocols
- Patient engagement for plan adherence
- Care Coordination
- Transitional visits
- Patient's roles + responsibilities

# Total Flow Time for Patient

Arrive

**90 % Non-Value Added (Waste)**

**10% (VA)**

Leave



Total Flow Time:  
**138 minutes**

Total Work Time:  
**57 minutes**

Value Added Time:  
**28 minutes**

# Work Flows Identify Value

## Value Stream Analysis (VSA)

- Lean Technique used to visualize waste in a process
- By direct observation and participation of people doing the work in the actual workplace
- **PEOPLE** are valuable. **PROCESSES** are where waste is found!



# 8 Wastes in Healthcare (**DOWNTIME**)

## **DEFECTS**

Wrong patient, wrong procedure, redraws, wrong medications

## **Over** PRODUCTION

Creating forms “in case” you need them; producing more labs than needed

## **WAITING**

Patients in a waiting room; waiting for lab results, radiology, etc.

## **NON-POTENTIAL**

Unused or untapped potential of our staff, not working at the top of our license

## **TRANSPORTING**

Moving patients, specimens, equipment or supplies on wheels

## **INVENTORY**

Stock of medical or operational supplies, patients in beds, specimens waiting for analysis

## **MOTION**

People reaching, bending, searching for supplies, patients, other staff

## **Excess** PROCESSING

Asking patients for their information more than once; ordering more labs than needed

# Our Vision – Team Based Continuous Improvement

- Rapid improvement events support the vision of the Value stream analysis and create new standard work
- The teams that “create the work” are composed of the “**worlds greatest experts**”!
- The result is team members working at the top of their license.
- The team strives to make standard work “**the best way we know how to do things today**” by Management for Daily Improvement
  - Visual Management techniques
  - Standard Work for Leaders supports the team