

Lean Healthcare Research Symposium

June 6, 2017

JW Marriott Desert Springs Resort and Spa
74-855 Country Club Drive
Palm Desert, California

Preliminary Program

8:00 – 8:30 Registration

8:30 – 8:45 Welcome and Overview of the Day
Thomas Rundall, PhD
Henry J. Kaiser Professor of Organized Health Systems, Emeritus
Co-Director, Center for Lean Engagement and Research, in Healthcare
(CLEAR)
University of California, Berkeley

8:45 – 10:00 James Hereford
President and Chief Executive Officer
Fairview Health Services

Lean works, but do we know why?

We have several examples of organizations that have achieved significant and strategically impactful results using lean-based methods. But, as we would do in the application of lean, anytime there is a deviation from the standard or norm, we should ask why and understand causation in order to be able to repeat and replicate the results. Equally important, do we understand what causes our failures in sustaining organizational transformation? Do we really understand what is of critical importance and what defines necessary and sufficient conditions to achieving these results? This is why we need an aggressive and pragmatic research program in order to support the transformation of our healthcare organizations.

10:00 – 10:15 Refreshment Break

10:15 – 11:00 Steve Shortell, PhD, MPH, MBA
Blue Cross of California Distinguished Professor of Health Policy and Management
Professor of Organizational Behavior
Co-director, Center for Lean Engagement and Research in Healthcare (CLEAR)
University of California, Berkeley

Overview of the Center for Lean Engagement and Research in Healthcare
With sponsorship from several lean-related national and international organizations, CLEAR was founded at U.C. Berkeley in 2016 to strengthen and extend research on lean in healthcare. CLEAR's mission and vision will be presented. A conceptual framework for conducting research on lean in healthcare organizations will be presented, and the Center's initial research initiatives will be described. Opportunities for collaboration with researchers in academic settings as well as in hospitals and health systems will be identified

11:00 - 12:30 Spotlight Session: Lean Training, Implementation, and Research at Carolinas HealthCare System

Michael Johnston, DM
Vice President for Corporate Operations
Director, Lean Leadership Development Program
Carolinas HealthCare System

Overview of the Lean Leadership Development Program
The Lean Leadership Development Program (LLDP) is a transformation strategy for improving clinical and non-clinical efficiencies through the development of leaders. Leaders learn and practice the basic tenets of the lean philosophy and practice, thereby advancing their problem solving and team coaching skills. While significant efforts have been made to educate teammates on lean tools, implementing them represents only 20% of the effort of lean transformations. The other 80% of the effort is expended on changing leaders' practices and behaviors, and ultimately their mindset. The program has received national recognition and is accredited by the International Association for Continuing Education and Training, and academic credit is offered by the American Council on Education.

Jean Wright, MD
Vice President and Chief Innovation Officer
Carolinas HealthCare System

Sukhwinder (Sukh) Kailey, MBB
Lean Sensei and Six Sigma Master Black Belt
Carolinas HealthCare System

Advancing Options for Affordable Care for Pediatric Asthma Patients
The Performance Excellence Center and Innovation Engine Department teams led a multi-disciplinary study to investigate the effectiveness of care for pediatric asthma patients by testing affordability and accessibility models. Based on a previous study at Carolinas HealthCare System, researchers found shared decision making a significant factor in improved care for asthma patients, resulting in reductions of emergency department visits, inpatient hospitalizations, and the use of oral steroids. In the current study, the shared decision making model transcends to include an experimental virtual integrated practice unit (IPU), creating an environment for greater affordable access to specialty resources, resulting in children having more healthy days, missing less school, and having fewer visits to the emergency department.

R. Michael Cudd, RT/N, CNMT
Director of Radiology
Carolinas HealthCare System, Carolinas Medical Center – Mercy

Melissa Hospelhorn, RT
Lean Manager
Carolinas HealthCare System Performance Excellence Center

Turnaround Time Reduction of Radiology Results for ED Patients
In 2015, Carolinas HealthCare System, Carolinas Medical Center – Mercy embarked on a lean journey to transform the delivery of healthcare for our patients, with lean engagements in six departments including 3 North (nursing unit), Peri-operative, Pharmacy, Laboratory, Radiology, and the Emergency Department. During this process, Radiology identified that in the second half of 2014 the Emergency Department experienced significant volume growth, ending the year 6.3% higher than in 2013. A primary initiative for the CHS Mercy Emergency Department was to reduce the average length of stay (LOS) to minimize delay of treatment of our patients and increase capacity to meet the increasing demand. The ability to proceed with a care plan hinged on results from the ancillary diagnostic services. In this session, Michael Cudd, Director of Radiology and Melissa Hospelhorn, Lean Manager, will discuss the results of their study.

12:30 – 1:15 Lunch

1:15 – 2:00 Dorothy Hung, PhD, MA, MPH
Associate Scientist
Palo Alto Medical Foundation Research Institute, and the University
of California at San Francisco (Affiliated Faculty)

Implementation and Impact of Lean Redesigns in Primary Care

The goal of this research is to describe key contextual factors affecting the implementation of lean workflow redesigns among primary care physicians and staff in a large, ambulatory care delivery system. System-wide impacts of lean intervention on performance outcomes will also be presented.

2:00 – 2:45 Yong-Taek Min, DBA
Assistant Professor
Program Director of M.S. in Health Science
Marieb College of Health and Human Services
Florida Gulf Coast University

Joseph D. Restuccia, DrPH, MPH
Professor and Dean's Research Fellow
Questrom School of Business
Boston University

The Impact of Lean Implementation in Healthcare: Evidence from US Hospitals.

There have been few attempts to measure the extent of lean implementation and empirically associate lean with organizational performance in healthcare. We analyze multiple hospital and patient-level data sets from a national sample of 470 hospitals and provide empirical evidence of the effectiveness of lean in improving quality and controlling cost in healthcare.

2:45 – 3:00 Refreshment Break

3:00 – 3:45 Aravind Chandrasekaran, PhD
Associate Professor
Fisher College of Business
The Ohio State University

Peter Ward, DBA
Senior Associate Dean for Academics

Richard M. Ross Chair in Management
Professor of Management Sciences
Director, Center for Operational Excellence
Fisher College of Business
The Ohio State University

*How to Initiate and Sustain Operational Excellence in Healthcare
Delivery: Evidence from Multiple Field Experiments*

This presentation will tackle the important issue of how to initiate and sustain continuous improvement initiatives by frontline nurses and physicians during the delivery of care. We will present five important principles based on field work conducted across several top healthcare organizations. We will also show the efficacy of operational excellence initiatives on healthcare outcomes using appropriate control groups.

- 3:45 – 4:00 Closing Remarks and Comments from Participants
Thomas Rundall, PhD
Henry J. Kaiser Professor of Organized Health Systems, Emeritus
Co-Director, Center for Lean Engagement and Research, in Healthcare
(CLEAR)
University of California, Berkeley
- 6:30 – 8:30 Reception
Symposium participants are invited to attend the Welcoming Reception for the Lean Healthcare Transformation Summit, which will be held at the JW Marriott June 7 & 8.