



# Lean the HealthPartners Way

***MNASQ September Program Meeting***  
***Mary Russell***



# HealthPartners

- Not-for-profit, consumer-governed
- Integrated care and financing system
  - 12, 000 employees
  - Health plan
    - 1.36 million members in Minnesota and surrounding states
  - Medical Clinics
    - 500,000 patients
    - 800 physicians
      - HealthPartners Medical Group
      - Stillwater Medical Group
    - 35 medical and surgical specialties
    - 50 locations
    - Multi-payer
  - Dental Clinics
    - 60 dentists
    - Specialties: oral surgery, orthodontics, pediatric dentistry, periodontics, prosthodontics
    - 20 locations
  - Four hospitals
    - Regions: 454-bed level 1 trauma and tertiary center
    - Lakeview: 97-bed acute care hospital, national leader in orthopedic care
    - Hudson: 25-bed critical access hospital, award-winning healing arts program
    - Westfields: 25-bed critical access hospital, regional cancer care location



# Who

- Lean program responsibilities sit within the Leadership Support and Organization Effectiveness area of Human Resources
- An enterprise wide resource that serves all members of the HealthPartners Family of Organizations

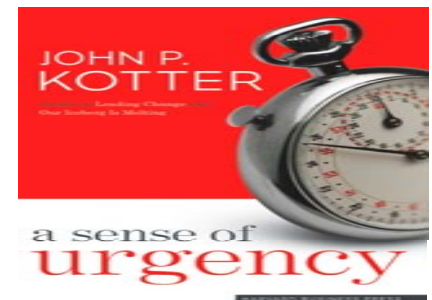
# Our guiding framework - The Eight Steps for Successful Large-Scale Change \*

- Increase urgency
- Build the guiding team
- Get the vision right
- Communicate for buy-in
- Remove obstacles/Empower action
- Create short term wins
- Don't let up/Keep the momentum
- Make change stick

*\*The Heart of Change  
by John P. Kotter and Dan S.  
Cohen, 2002*

# The Eight Steps for Successful Large-Scale Change; Increase Urgency

- Health Care Reform
- Continued impacts from federal and state budget deficits cause us to continually ask how can we provide services at an affordable cost and insure it is a high quality product
- Care is now delivered in person, over the phone or via the web; Call, Click, or Come In
- Today's technology is just that



# The Eight Steps for Successful Large-Scale Change; Build the guiding team

- Form a group that has the capability, in membership and in method of operating, to guide a very difficult change process (Kotter 2002).



# The Guiding Team

Lean  
Executive  
Steering  
Committee  
Lean Coach  
Advisory  
Board

## Staff

- Mary Russell
- Anna Mulfinger
- Suwah Tobah
- Penny Moran
- 1.5 FTE

Lean  
Certified  
Coaches  
External  
Consultant

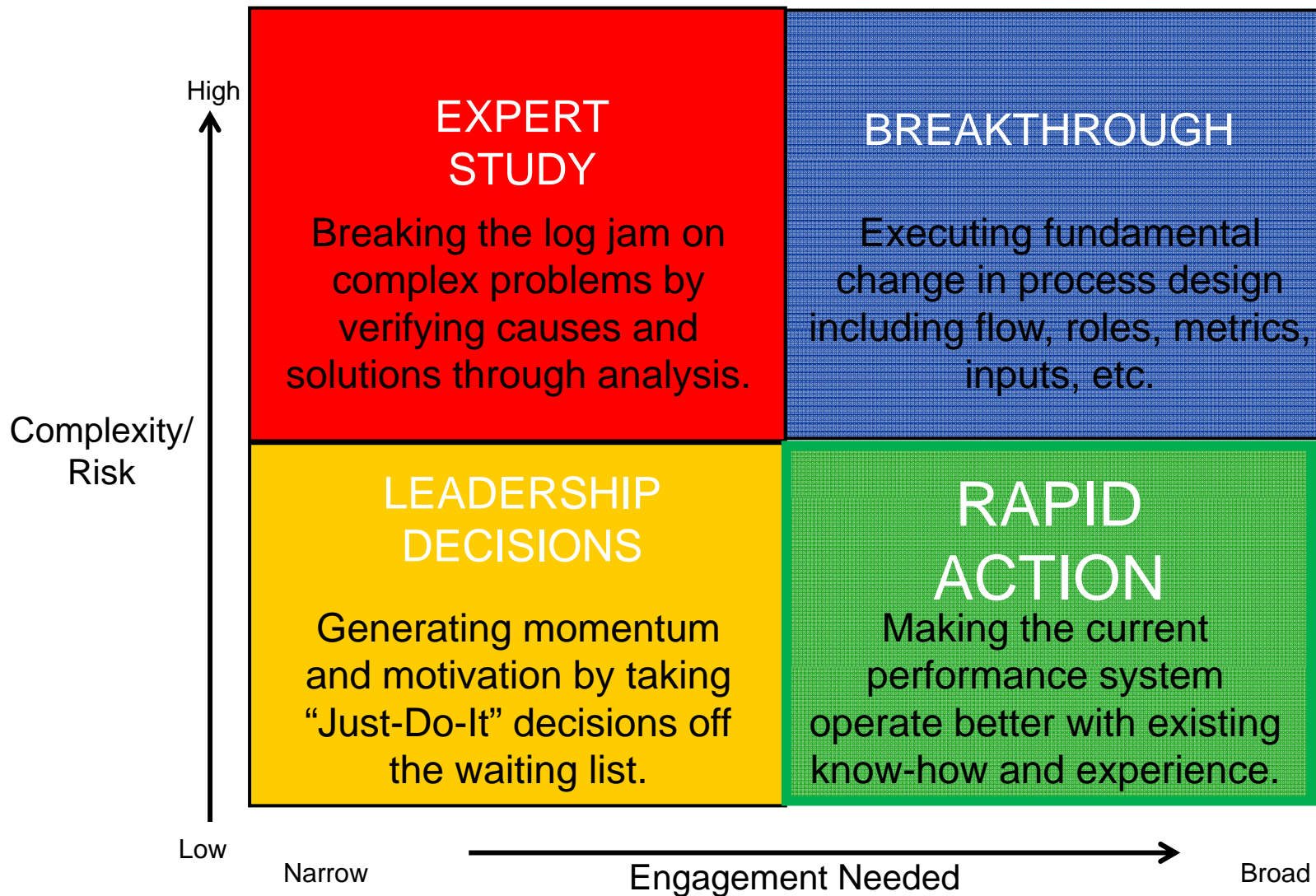
# The Eight Steps for Successful Large-Scale Change; Get the vision right



- A vision should fit on one page and should be able to be “articulated in a minute” (Kotter, 2002, p.82).
- Lean at HealthPartners is:
  - An addition to not a replacement of or a competitor to our current quality and performance improvement methods, tools and resources
  - A hybrid of lean and six sigma sprinkled with effective project management, effective meeting techniques and topped with the organizational development perspective.
  - A pull not a push



# Lean at HealthPartners – The How



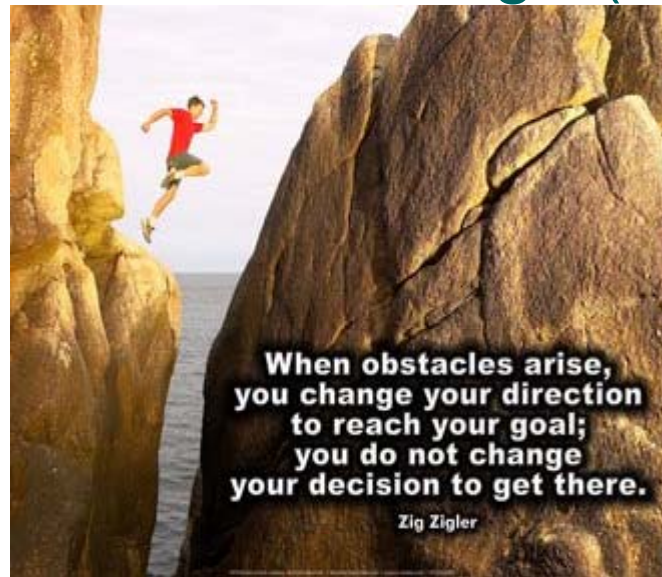
# The Eight Steps for Successful Large-Scale Change; Communicate for buy-in

- The goal of this step is to get as many people as possible acting to make the vision a reality
  - Lean Executive Steering Committee Engagement
  - Solid pre launch planning process
  - Strong project sponsor commitment
  - Projects directly connected to organization's objectives



# The Eight Steps for Successful Large-Scale Change; Remove obstacles/Empower action

- It calls for aligning leadership behavior; reward and recognition systems; performance measures; processes and procedures; and jobs with the vision and the change (Kotter, 2002).



# The Eight Steps for Successful Large-Scale Change; Create short term wins

- Kotter states short-term wins serve four important purposes:
  - provide feedback to change leaders about the validity of their visions and strategies;
  - give those working hard to achieve an emotional uplift;
  - build faith in the effort, attracting those who are not yet actively helping;
  - take power away from cynics” (Kotter, 2002, p.127).



# Small wins

- Knowledge transfer; several areas have become self-sufficient
- Pull strategy versus push strategy
- Positive word on the street



# The Eight Steps for Successful Large-Scale Change; Don't let up/Keep the momentum

- Kotter warns us that we should not backslide or become complacent. To prevent that from happening, he suggests setting up the right conditions to tackle the “big stuff” and not to declare victory too early (Kotter, 2002).
- <http://www.youtube.com/watch?v=MkO78wo-zpo>



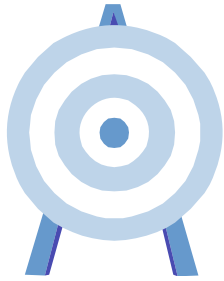
# The Eight Steps for Successful Large-Scale Change; Make change stick

- Be sure the changes are embedded in the very culture of the enterprise so that the new way of operating will “stick”



# Team Charter- Discharge Medications

*How can we ...*



IMPROVEMENT  
TARGET

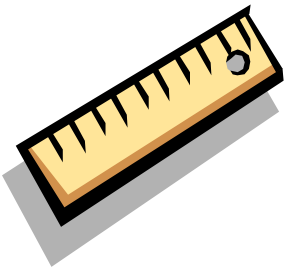
Achieve a breakthrough in the flow of Outpatient Discharge Prescription orders, supporting information and the delivery of medications.

***In order to ...***

- Reduce discharge delays, and thereby improve access and flow not only at peak census periods but throughout the day.
- Provide a higher level of patient satisfaction with the last part of their In Patient stay
- Reduce rework found in the process today, for nurses, HUC's, pharmacists, pharmacy techs and all other roles in the process;
- Optimize the use of both Epic and EnterpriseRx in this process;

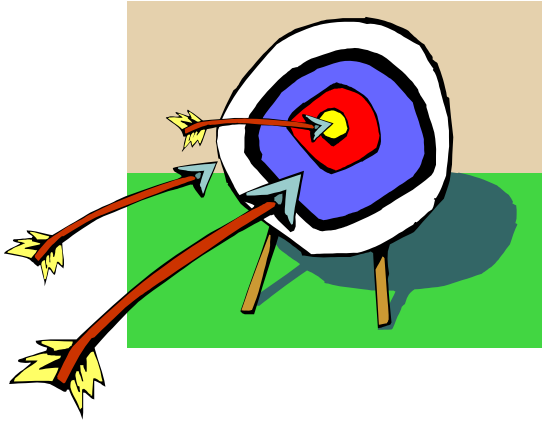
*Metrics*

- Improve our Outpatient Pharmacy prescription capture rate; while reducing our Outpatient Pharmacy prescription return rate.
- Cycle Time and Reliability Measures



SUCCESS  
METRICS





# Breakthrough Team Charter Central Lab “Mission Possible”

## ***How can we ...***

...optimize the flow of samples and sample information through the Central Lab, from the point of collection through the release of results.

## ***In order to...***

...Reduce the number of steps and the physical movement of people and samples throughout the lab, and..

...Use Lean design principles to develop a new floor plan which includes the space formally occupied by the Optical Lab

# Financial Impacts



## Savings –

- Reroute will be **budget neutral** but will yield significant improvement in turnaround times;
- **Anticipated Decrease in Shift Differential Pay;**
- **Reduction in wasted steps due to 5S at benches will save 156 hours per year;**
- **Eliminating the handling and repacking of samples bound for Regions will save 44 hours of effort per year**
- **Enhanced supply management practices will save 442 hours per year.**



# Measures of success

