



R&R Newsletter

Reducing Risk/Removing Waste

ISO Support Group

May 2006 - Issue 1

An ISO 9001:2000
Registered Company

Contact us:

[Send us an Email](#)

Website:

www.isosupport.com

Phone us at:

519-821-2684

Fax us at:

519-824-0494

Newsletter Archives:

[View Past Issues](#)

Visit our [website](#) for more information on our Training Services and CD-Roms!

LEAN JOURNEY...

Strategy 1:

- Isolate the Value Stream

Strategy 2:

- Specifying Value

Strategy 3:

- Mapping the Value Stream

Strategy 4:

- Making the Stream Flow

Strategy 5:

- Letting Customers Pull Value

Strategy 6:

- Seeking Perfection

CAN LEAN HELP?

Want to know if Lean applies to your business?

Read about our Lean Assessment Service

[HERE](#)



VISA & MasterCard
accepted!

Removing Waste:

In this Issue under the heading *Removing Waste* I'll be covering the topic of **Lean Operations – Example: Univ. of Pitts. Medical Center**

The following is a brief overview of a Lean implementation story:

University of Pittsburg Medical Center Shadyside... At this hospital in Pittsburgh, the emerging vision for the "hospital of the future" is described as giving the right patient, the right care, at the right time, in the right way, all the time. If that sounds a lot like just-in-time production, this is no coincidence. In 2001, they first applied Lean principles on a few beds in a 40-bed surgical unit. They systematized the concepts into an approach called the Clinical Design Initiative (CDI), a methodology to "redesign broken processes." Key steps in the CDI approach, which emphasizes the Plan-Do-Check-Act cycle, are:

- Go to the scene where a problem occurs.
- Understand the current condition through direct observation of the problem.
- Determine the root cause by asking why five times.
- Redesign the process to eliminate the problem.
- Balance patient and staff satisfaction in designing solutions that are visual, simple, and unambiguous.
- Rapidly test the new process in a small area and make improvements.
- Identify & measure the desired clinical, satisfaction, and cost outcomes.
- Roll out the improved process to other areas.

In their first Lean initiative they eliminated long-standing problems by exposing root causes. In the past, staff members developed work-arounds to problems that left root causes intact and created variations in how different people did the same work. "We gave people too many choices in doing work," said Susan Christie Martin, director, Nursing Support Services. "We learned that it has to be either one way or the other. Stop giving people so many options and variations because it only causes confusion." To spread the use of the Lean methodology, the hospital taught administrators, supervisors, and nurses the fundamental Lean techniques, including going to the scene to observe a problem.

Here is a summary of the improvements so far for the Pathology Department: Turnaround - Small tissue samples are processed, sent to a pathologist for analysis, and the results returned the same day, instead of one or two days; Quality - Mistakes are discovered immediately; Inventory - Stock levels were reduced by to 50% to 60%, overstocking and rush orders due to stock-outs were virtually eliminated; Productivity - The lab is doing the same amount of work even though attrition and transfers have decreased staff by 28%, Time needed to order inventory was cut from eight hours weekly to minutes daily.

To view more information on this example (and others)... you can visit our Newsletter page at our website to view the complete article:

www.isosupport.com/newsletters/newsletters.htm

PS: Don't forget to look at the Q&A section of this Newsletter for some final thoughts on this Lean implementation example.

PUBLICATIONS

Click [HERE](#) to learn more about the manuals & books that we've recently published:

- ISO 14001:2004 Environmental Manuals
- "The 3 Biggest Mistakes People Make with ISO 9001"
- "ISO 14001: Learn what's driving its double digit growth!"

TRAINING:

- Process/Value Stream Mapping
- Lean Essentials/Kaizen
- Business Modeling and Performance Measure'ts
- Root Cause Analysis and Corrective Action
- Mistake Proofing
- Continual Process Improvement
- Strategic/Business Planning
- Malcolm Baldrige Training
- Privacy Program Training

View [agendas](#) at our website

Email Tim.. [HERE](#)

For more information on training provided by ISG on Process Improvement/Lean (Manufacturing/Office), please visit our website at www.isosupport.com. Once there, you will also find information about the following:

"Process Improvement/Lean Assessment: Can Lean help you?"

If you want to find out if Lean applies to your business, visit our website and read about our Lean Assessment Service by going to:

http://www.isosupport.com/services/lean/srvcs_pi_lean.htm

"The 3 Biggest Mistakes People Make with ISO 9001"; ISO

9001:2000 Tips, Tools and Techniques

Click here: <http://www.isosupport.com/books/books.htm>

If you enjoyed reading our previous ISO Newsletters you'll find that this book contains many of the practical approaches and advice that I've discussed in these Newsletters over the past 5 years.

Q: What are the "lessons learned" from this example?

A: The first lesson is that even a Medical Center can suffer from typical operational problems like batch & queue, and that Lean concepts can be applied successfully in a non-manufacturing situation. Second, a simple and systematic Lean approach can be developed that suits your unique environment. In this case, Lean buzzwords were avoided when they came up with CDI (Clinical Design Initiative) which made it easier for employees to take ownership. Third, using a Lean approach exposes root causes of problems that have long been hidden... so they can be eliminated. Fourth, allowing people to create short circuits around broken processes only causes confusion and wasted time. What they did here was fix the process so it became clear and simple to follow. Fifth, it is critical that you practice "gemba"... in this case it meant going to the scene to observe the actual problem rather than guessing about it in a meeting room. Sixth, when you involve the frontlines in problem solving you'll find that the same number of people can actually get more work done in the same amount of time.

Until next time...

Tim Renaud

Helping Business Professionals Reduce Risk and Remove Waste!

©2005 ISO Support Group Inc. and Tim Renaud, All rights reserved. You are free to use material from the R&R Newsletter: Reducing Risk/Removing Waste, in whole or in part, as long as you include complete attribution, including a live web site link. Please also notify me where the material will appear. The attribution should read: "By Tim Renaud of the ISO Support Group Inc. (ISG). Please visit ISG's web site at www.isosupport.com for additional business performance improvement resources." (Make sure the link is live in an electronic document, an email or in a web site.)



Tim Renaud, P.Eng., B.A.Sc., is a senior trainer and consultant with the ISO Support Group. His business experience covers over twenty-two years with both small and large organizations within various industries. He began consulting in 1992 and achieved ISO 9001 Registration for ISO Support Group in Oct/1998. Specific areas of expertise include training and consulting on installing ISO Management Systems, as well as implementing Process Improvement Strategies, always with a focus on reducing risk and removing waste (becoming Lean). Association memberships include the American Society for Quality (ASQ) and the Professional Engineers Ontario (PEO).