



R&R Newsletter

Reducing Risk/Removing Waste

ISO Support Group

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An ISO 9001:2000
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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

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Removing Waste:

In this Issue under the heading *Removing Waste* I'll be covering the topic of **Lean Operations – Example: Massachusetts General Hosp.**

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

Massachusetts General Hospital (MGH) operates the Northeast Proton Therapy Center (**NPTC**), a \$50 million dollar facility for proton radiation therapy, which is just one of three such clinical facilities in the US, and for many adults and children it is their best hope of beating cancer. Any bottlenecks or inefficiencies that delay patients has an adverse effect on the outcome. Facing a compelling need to accommodate more patients through the center, MGH looked at applying Lean. Rarely has improving flow through a process been so important.

From the time NPTC opened its doors it sought to expand patient mix and volume, but while enhancements occurred, there continued to be pent-up demand for proton treatment. Last year 25 to 30 patients were treated per day, while the initial target for the center was 40 to 50 patients per day. Patient time under the proton beam is minutes, and offers no opportunity for time-savings. But the preparation time prior to patients receiving their therapy, the intake process to identify and schedule proton patients, and the treatment planning process were ripe for improvement and could lead to greater patient volumes. NPTC's need to increase capacity also coincided with a multi-pronged strategic plan at MGH, instituted under president Peter Slavin, which focused on process improvements and cost-savings hospitalwide.

The Lean initiative kicked off in Sept 2004 with a scoping session during which NPTC leadership identified what could and should be goals for the effort and who should be involved in the subsequent two days of value-stream mapping and action planning. For two days, a 15-member team of physicians and clinical and non-clinical staff drew a current-state value-stream map of the process, developed future-state maps, and set action steps and responsibilities that would move NPTC from the current state into the future.

Some of the key results from their Lean efforts include:

- The time to process physician requests reduced from 5 to 3 days;
- Improvement in first time quality with acquiring patient information;
- Standardization of treatment planning has improved consistency;
- Doubling the capacity for pediatric patients;
- Decreased patient time in the therapy suite;
- Decreased time for errors, transport'n & handoffs due to digital imaging;
- Initiation of continuous measurements to track improvements;
- Overall capacity increased to 45 persons/day with the same staff level.

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

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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: Here they are...

- The action plans that were produced from Value-Stream Mapping should be short-term and not go beyond 90 days;
- Keep it simple and use easy metrics... Wait Time, Work Time and First Time Quality;
- Carefully select a pilot area that has... good leadership, talented people and compelling reasons to improve;
- Apply Lean techniques first before you assume that throwing more people at the problem is the answer;
- Doing Lean is not complicated, costly or capital intensive... it's simply applying common sense improvements in a rapid fashion;
- First time quality means looking into why thrashing, scrap, rework and hunting stops people from getting the job done right the first time;
- Lean is not about getting it perfect... it's about making it better than it was before... this is an important expectation to establish upfront.

Until next time...

Tim Renaud

Helping Business Professionals Reduce Risk and Remove Waste!

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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).