



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

[HERE](#)



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Removing Waste:

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

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

Virginia Mason Medical Center, Seattle, WA is a healthcare provider that adopted a new approach based on the Toyota Production System and adapted it to the healthcare setting in order to improve the quality of care, increase productivity, and decrease costs. "Our system, the Virginia Mason Production System (VMPS), helps identify and eliminate waste and by streamlining the repetitive and low-touch aspects of care delivery, the medical staff can then spend more time talking with, listening to, and treating patients" explains Gary S. Kaplan, MD.

Rapid Process Improvement Workshops are key components of the VMPS. In these RPI workshops, groups of staff members examine their processes, eliminate any wastes, search for ways to reduce variation, create standard work, and eliminate non-value-added work. These RPI workshops represent a huge breakthrough because they take place in days rather than traditional quality improvement plans which usually take months before they become a reality.

According to Dr. Kaplan, some management and staff may be anxious or skeptical about adopting the VMPS. However, he says "the best way to get people to see the benefits & feel the opportunity this system provides is to let them touch these methods, experience them firsthand, and apply them to their own work. By implementing the VMPS, patients will benefit from greater safety, less delay in seeing their physician for care, more timely results & treatment, and more time with their provider. The staff benefit by having less rework and more opportunities to care for patients. Once you see the remarkable outcomes, then any skepticism fades".

A key element to success was to remind doctors that the patients, not the doctors, are the customers. The outpatient oncology clinic was designed to serve patient needs not doctors' preferences. Instead of being off by themselves in private offices, doctors now work from centrally located workstations right next to the nursing and scheduling teams. The result is better communication, faster resolution of problems, and fewer errors.

Some of the key results from their Lean efforts include:

- reduced the time it takes to report test results to the patient by 85%
- reduced the distance walked by staff by 34 miles a day
- freed up 13000 square feet of floor space that was unproductive
- saved the hospital \$11 million in planned capital investments
- lowered infection rates and increased patient satisfaction

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 (PIPEDA)

****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: Here they are...

- This is another example that demonstrates once again how a Lean approach can be successfully applied outside the manufacturing area.
- If Lean can work at Virginia Mason, then many other medical centers would also realize similar benefits from applying these techniques.
- Let the Frontline personnel drive the improvements and do it rapidly in days, not over weeks and months (i.e. RPI Workshops).
- When you map every Value Stream you'll easily see where it's not flowing and you'll be amazed by the amount of non-value added time. Virginia Mason found on average a waste factor of 50 – for every hour of Value added time there were 50 hours of activity that added no value.
- Patient Safety can also be addressed using Lean... Virginia Mason implemented a patient safety alert system to reverse mistakes at the source and prevent them from being passed on and becoming defects.
- A Lean approach requires medical centers to seriously ask... "Who are our customers and just what are the services we provide?"

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).