



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](#)



VISA & MasterCard
accepted!

Removing Waste:

In this Issue under the heading **Removing Waste** I'll be covering the topic of **Lean Operations – Example: The Mayo Clinic**

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

Mayo Clinic, Rochester, MN... Mayo Clinic comprises more than 2,400 physicians and scientists and 30,200 allied staff working at the original clinic in Rochester and clinics in Jacksonville, FL., and Scottsdale, Ariz. The Mayo Clinic treats more than 500,000 people each year — and they're looking to Lean for ways to continuously improve.

The Mayo Clinic is trying to change the moment of care, the touch moment between doctor and patient, expanding that moment, to give doctors all the time needed to provide the best care they can. They are using Lean concepts to change the 95% of the time when the patient is not in the doctor's office, when they are not seeing them or providing care to them... and that's the 95% where they have an opportunity to improve. The point at which doctors are willing to accept [Lean] is when they grasp the concept that you're eliminating the waste that gets in the way of them doing what they're there to do.

The Cardiovascular Health Clinic (CVHC) was the rollout target for Lean because of problems with no-shows, cancellations, perceived lack of demand, and dissatisfaction among both allied staff and physicians with the efficiency of the entire patient journey, especially scheduling appointments — too many handoffs, loop-backs, and wasted time. For example, appointment coordinators were responsible for managing patients up to the time they physically entered the CVHC, then a clinical assistant took on that role until 30 days after the patient left CVHC, and then the patient reverted back to an appointment coordinator; a patient might be asked 3 times for the same information by 3 different people. Additionally, appointment coordinators rarely saw the patient or even the physician, making communication and problem resolution difficult.

Staff studied the patient process in a traditional Lean manner, first by attending a three-day workshop where they mapped CVHC current state. They reviewed the entire process as a patient initially contacted and then moved through the CVHC system, from scheduling an appointment to post-treatment follow-up, and they tracked process time, wait time, and first-time quality.

Some of the key results from their Lean efforts include:

- Following the initial Lean work, cancellations and no-shows dropped from 30% to 10%. The number of high-yield patients rose from 150 per month to 200 per month. An appointment could be given 90% of the time on first contact with CVHC.

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”

TRAINING:

- Process/Value Stream Mapping
- 5S for Service/Mfg
- 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...

- Process steps went from 16 to six;
- Clinical care time (face time with the doctor) rose from 240 minutes to 285 minutes;
- Wait time (from request for an appointment to finishing the precare consultation) fell from 33 days to three days, a reduction of 91%;
- First-time quality (not quality of care given, but the percentage of time that all material is available to anyone, allied staff or physician, to proceed with their role) rose from 5% to 65%;
- “You want to anchor that first phone call,” says Dr. Ting. “So we wanted to book the time, because this was the most difficult issue — the appointment slot with the doctor. Everything else we could pull — your echo, your stress test, your lab — based on need.” As a result of the new approach centered on physician availability, physician fill rates went from 70% to 92%, meaning Mayo is optimizing its prized resource.

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).