



R&R Newsletter

Reducing Risk/Removing Waste

ISO Support Group

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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?

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Removing Waste:

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

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

ThedaCare, Appleton, Wisconsin... The United States spends roughly \$2.4 trillion a year, or more than \$7,000 per person, on health care, and it's estimated 50% of that is waste. Eliminating this level of waste within ThedaCare is the goal of John Toussaint, CEO, who says "We are going to improve something every day." At 8 a.m. every Friday for nearly four years, 150 people from throughout ThedaCare have gathered to hear co-workers talk about what they did that week to make the health care system more efficient. These sessions are an example of ThedaCare's commitment to rethinking every step in how it cares for patients - from washing linens to heart surgery - with the goal of simplifying, streamlining and standardizing.

ThedaCare's approach starts with mapping every step in its operations, from when a patient schedules an appointment to when he or she gets a bill, and asking whether each step adds value - that is, whether it's needed. Those "value stream events," typically lasting two to four days, might result in some immediate changes; 10 to 20 "rapid improvement events"; and some longer projects. Much of the real work is done in the rapid improvement events, sessions that run from a few days to a full week and that typically involve seven to 12 people. They are given the task of finding a better way to provide care, testing it and then implementing the changes. ThedaCare does three or four of the events a week. Every Friday at 8 a.m., the teams describe the improvements they've implemented and what they've learned.

For example, when ThedaCare set out to eliminate 2 to 3 week waits for CT scans at its hospitals in Appleton and Neenah, people from its imaging department holed up for three days with emergency physicians, nurses, technologists, radiologists and other workers. Mapping every step, from when a doctor orders a scan to the final report, the team identified 16 problems. It initially decided to focus on fixing the three that would have the biggest impact.

Among the changes:

- Developing a system to ensure that the imaging center had all the needed information, such as lab results, before a patient's appointment;
- Giving tech assistants additional training so they could do tasks previously done by technicians;
- Organizing the staff into teams that work with the patient through the entire process and no longer doing prep work on the CT table.

The result: ThedaCare increased its productivity from two scans an hour to six. It also was able to offer same-day appointments and avoided the cost of buying additional CT machines to eliminate the backlog.

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****

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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...
- ThedaCare estimates that its work to improve efficiency in 2005 and 2006 cut costs by \$22 million a year, without layoffs, while reducing medical errors. ThedaCare contends that its costs - and its rates - are lower than those of its counterparts in southeastern Wisconsin. For example, an uncomplicated heart bypass, including physician fees, costs \$30,400 at a ThedaCare hospital, based on what ThedaCare and its independent surgeons bill one large health insurer. That insurer pays \$42,700 to \$71,000 for the same procedure at hospitals in southeastern Wisconsin. The health care system also has shown that lower costs don't mean lower quality. Last year, only one of 193 bypass patients who required only one graft died at a ThedaCare hospital, a mortality rate of 0.5%, compared with The Society of Thoracic Surgeons benchmark of 1.7%. ThedaCare's mortality rate for other bypass surgeries also beats national benchmarks

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).