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The Boards Role in Lean Transformation

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Past Chair, Board of Trustees, St. Mary's General Hospital, Kitchener



Agenda

- St. Mary's General Hospital Overview
- Board Involvement - When, Why & How
- Board Huddle
- Board Governance Improvement
- Board Gemba
- Current Status
- Achieving Success
- Challenges
- Lessons Learned

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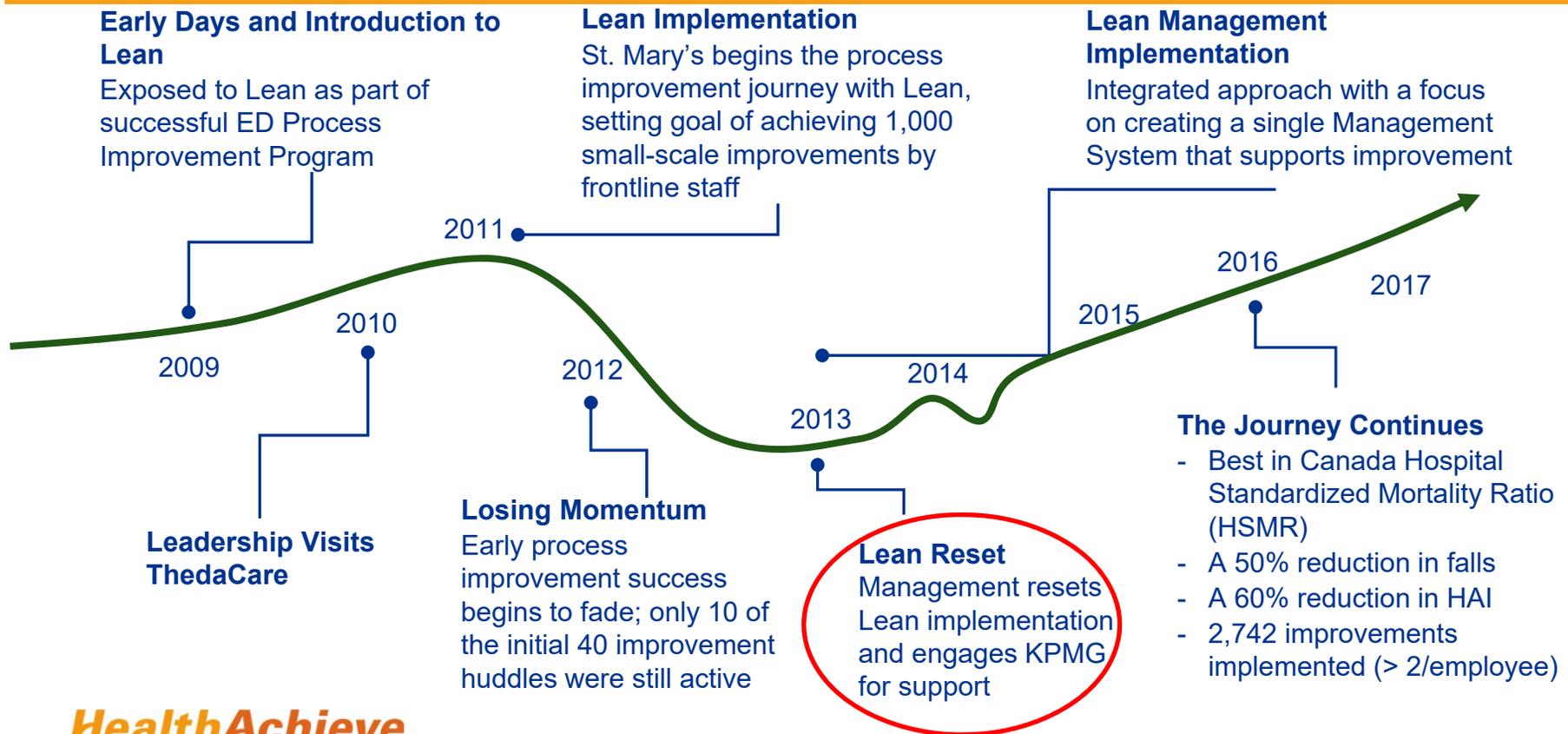
About St. Mary's General Hospital



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- Located in Kitchener, Ontario, Canada
- 150 acute care beds
- 1,300 staff
- Core programs: *medicine, surgery, cardiac, respiratory*
- Regional Cardiac Centre
- Shared medical staff with GRH
- ~ 400 volunteers
- 56,000 ED visits/yr
- 8,000 admissions/yr
- 100,000 outpatient visits/yr
- 25,000 surgical procedures /yr
- 6,000 cardiac procedures /yr
- \$160 million operating budget

Lean - When Did Our Board Get Involved



Lean - Why Our Board Got Involved

- 2013- Leadership request to approve budget to hire KPMG & implement Lean Management System
- Lean is a continual transformation - impacting culture, staff & physicians
- Lean is not a short, quick fix - it requires a different culture & different ways of operating a healthcare organization - different leadership styles and staff behaviours
- Board members need to be knowledgeable advocates of the Lean process by:
 - Providing oversight of cultural changes
 - Engaging in the development of strategy
 - Understanding Lean goals
 - Supporting Lean Management System & staff in the journey
 - Applying Lean thinking to Board process
- Governance in support of a culture of continuous improvement
- Today we will be measurably better than yesterday for our patients, staff, physicians & volunteers

Lean - How We Engaged the Board - 2013 - 2017

- Lean Overview by SMGH President & KPMG consultant
- Education - articles & generative discussion - applying Lean thinking
- Board Chair & 4 trustees attend Thedacare Centre for Healthcare Value (75% of our Board have attended to date)
- Post Thedacare presentation to Board colleagues
- New trustee
 - Skill Matrix - recruit Lean expertise from business world
 - Orientation includes Lean principles and current state
- Trustees attend staff huddles
- Introduce Board huddle
 - Trustees facilitate Board huddle - 3 month assignment
- Implement Board improvement process - one governance improvement per trustee / year
 - Coached by Lean facilitator
- Board Gemba Walks
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Board Huddle

- Purpose
 - Provide focus for Board members & Senior Leadership Team on key performance indicators
 - Keep the Board informed & engaged
 - What are we working on?
 - What is the Target?
 - What is our current performance?
 - What have we learned?
 - What are we going to do differently
- Process
 - Trustees & Leadership huddle around the strategic control board - mounted in Board Room
 - KPIs - current performance, top contributors & countermeasures/action are pre-circulated with board package
 - A Trustee facilitates the discussion - 3 month assignment
 - Maximum Huddle Time - 20 minutes - using a time clock to monitor

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Board Huddle



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Huddle Board Questions - helping Board Members

- Help me understand why you think that metric is trending in that direction?
- How confident are you that we are doing the right things to achieve this goal?
- What are the top 3 reasons we are or are not meeting this goal?
- How have we involved patients/families/staff in achieving this goal?
- What would our patients and families want or expect us to do?
- What did you learn over the past month? What are you going to do differently?
- How confident should the board feel that we will meet this target within the timeline?

Board Governance Improvement

OPPORTUNITY... FOR A BETTER WAY		
Name: _____	Date: _____	
Customer:		
<u>Desired situation:</u>		
↑ GAP ↓		
<u>Current situation:</u>		
Why is it happening?		
<hr/>		
Link to Strategic Directions: Please check one:		
<input type="checkbox"/> Quality & Safety	<input type="checkbox"/> Financial Stewardship	
<input type="checkbox"/> People	<input type="checkbox"/> Patient & Family Centered Care	
Owner: _____		
Completion Date: _____		
What was the better way? _____		

Board Gemba Walk - Prior to Monthly Board Meeting

- Board selects a department - go, see, engage, listen & learn
- Get the Board out of their 'bubble'
- The walk is strategic, not operational
 - Ask appropriate questions to get staff talking & to gain quality information
- No blame / accountable culture
- Support & demonstrate the values of the organization
- Debrief at Board meeting
- Staff reaction - has been positive

Lean Thinking Board at SMGH

Generative

- I observed this at another control board huddle, do you think it would apply to your KPI?
- I have read about this thinking being applied at another organization, would you consider testing this concept to improve your KPI?
- Is there a key concept that the initiative is based on and how will you run a controlled experiment to test the concept?

Strategic

- How do you think the next action taken will impact the KPI?
- What conditions need to apply for you strategic actions to work?
- What measures do you have in place to sustain the actions?
- What has the feedback been from the team when this was discussed at the board huddle for the area?

Governance

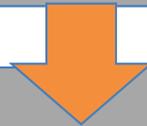
- What challenges do you think you will have with the other levels of leadership when implementing the action?
- Do you anticipate any issues with patient quality or safety?
- Do you anticipate any issues with team member engagement or safety?
- Do you anticipate any issues or impact on any other area of service delivery?

Fiduciary

- What are the benefits compared to the cost of implementation?
- Does this action have a negative or positive impact on any other areas of patient flow?
- What are the impacts on value from the patient's perspective?
- What are the impacts to other stakeholders in the patient flow – ex. nurses, support staff, doctors, leadership team?

Our Journey:

- Board meetings very “nice”
- Board members did not ask challenging questions
- Board members did not know what questions to ask or how hard to “push”
- Senior team was not held accountable
- Board members had difficulty “seeing” what was happening at the Gemba and translating that into strategic direction



Current Status:

- Board members are fully aware of priorities, current performance and action plans
- Board members are comfortable asking challenging questions
- Descriptions around performance and action plans are concise and based on data
- Board members have a better line of site for the organization
- Both senior team and board members are held accountable

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Achieving Success



- ✓ Best HSMR in Canada
- ✓ 50% Reduction in Falls
- ✓ 60% Reduction in Hospital Acquired Infections
- ✓ 25% Reduction in Staff Injuries (BBF)
- ✓ 10% Reduction in Average Length of Stay
- ✓ 2500+ Implemented Ideas

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Challenges

- Board Champion - initial and ongoing
- Volunteer Board - time commitment
- Monthly huddle - staying focused
- Learning to ask good / challenging questions
- Generating governance improvements
- Engaging new Trustees
- Ensuring Board stays knowledgeable & engaged

Lessons Learned

- Board Champion - Chair needs to endorse - enthusiastically!
- Education - articles, site visits, generative discussion
- Learn to ask difficult / challenging questions
- Rotate huddle facilitator - helps with engagement
- Standard work to increase comfort with the process
- Regular review of annual priorities helps the Board stay focused and holds senior team accountable
- Review of performance data helps Board understand performance drivers - leads to better decision making
- Stay the course - it is a journey and not everyone is excited in the beginning
- Challenge the Board to improve governance performance

Questions?

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