

Promoting A Culture Of Lean From The Bottom Up

BACKGROUND

Memorial Healthcare System of South Florida is one of the largest public healthcare systems in the United States. It is recognized as a national leader in quality and patient satisfaction as well as one of the “great places to work” by Modern Healthcare and Becker’s Hospital Review - 11 times since 2008. MHS facilities include Memorial Regional Hospital, one of the largest in Florida; Memorial Regional Hospital South; Joe DiMaggio Children’s Hospital, the only freestanding children’s hospital in Broward County; Memorial Hospital West; Memorial Hospital Miramar; Memorial Hospital Pembroke; and Memorial Manor, a US News five-star-rated nursing home.

DESCRIPTION

MHS Process Improvement (PI) Team consists of (3) Black Belts and (3) Green Belts that are called upon to work on system-wide and hospital specific process improvement projects. While the organizations leadership has empowered the PI team to work on continuous improvement projects, they have yet to fully embrace “Lean Thinking” as the means to bring about process changes or improvements. Therefore, the PI Team has taken the initiative to promote a Culture of Lean to employees and physicians; as “Lean Thinking” is symmetric to the organizations mission and vision and will result in collaborative, meaningful and sustainable improvements, while advancing the Lean tenant of “Respect for those that do the work”.

AIM

Promote the synergy of “Lean Thinking” with organizations’ culture of “Deeper Caring and Smarter Healthcare”.

ACTIONS TAKEN

The PI Team promotes greater awareness of “Lean Thinking” within MHS by distributing a 1-Page Lean Newsletter to employees every month; teaching Lean Yellow Belt Course that focuses on Lean; introducing a Lean Six Sigma Green Belt Class; distributing Badge Buddies to visually signify the Belt level attained; and leading Kaizen Events.

SUMMARY OF RESULTS

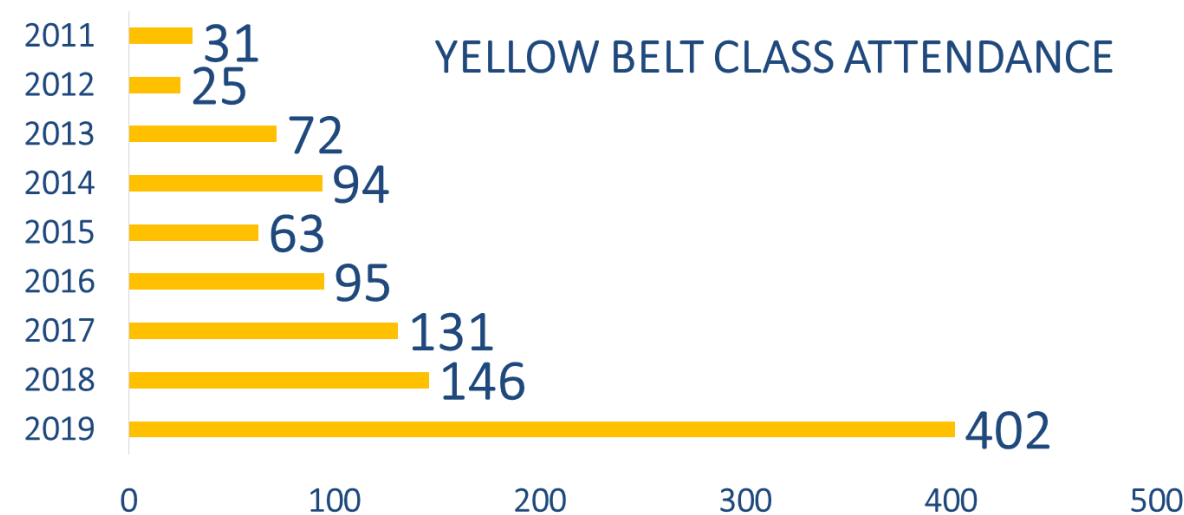
Enrollment in Yellow Belt Classes dramatically increased from an average of 10 per class to over 30. Interest in Green Belt Classes is well beyond capacity. Physicians, Nurses, Technologists and front line staff are enrolling in these Classes; and they are telling others to enroll. *The Culture of Lean is spreading.*

EDUCATION

LEAN YELLOW BELT COURSE | The class is taught by members of our own Process Improvement Team. It has been most successful in bringing about an appreciation of "Lean Thinking" to all employees that attend. Enrollment has grown significantly during the past 9 years. Classes get added due to increased demand. The majority of those completing this introductory class want to continue on to obtain a Lean Six Sigma Green Belt.

PI has partnered with the Organizational Development department within MHS to teach employees Yellow Belt as part of their yearly Healthcare Leadership Certificate Program, as well as help them identify and develop the necessary skills to work on team projects.

LEAN SIX SIGMA GREEN BELT COURSE | This was introduced at no cost to our Employees in 2018. MHS contracted with IISE (the Institute of Industrial and Systems Engineers) to teach this class to 30 employees from throughout our system. Due to popular demand and continued budgetary approval, the class was brought back in 2019 for another 30 employees from nearly 200 that expressed interest. MHS also reached an agreement with FAU (Florida Atlantic University) to allow our employees to obtain a Green Belt on weekends or Online at a significant discount.



COMMUNICATION

PI FRAMEWORK | The PI Team was established at MHS in 2007 where the department consisted of 1. Over a decade later, we have grown to include 6 resources, which have office space at each of our hospital sites as well as our corporate offices. They attend and participate in Department Leader, Patient Flow, and leadership meetings at their dedicated locations.

PI NEWSLETTER | A monthly communication piece sent that is sent out monthly. It is included within the communication sent out by our hospital CEO's and other System entities; reaching every employee.



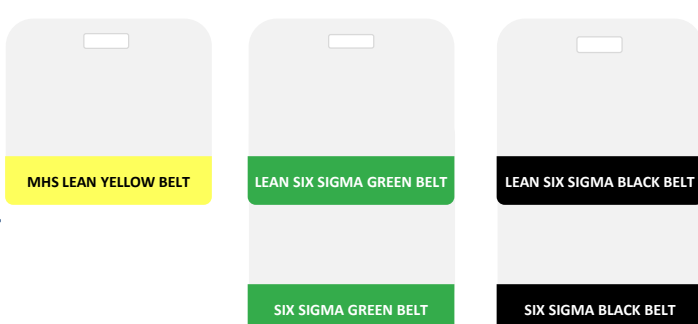
LEAN APPLICATION

KAIZEN EVENTS have been introduced as a mechanism to engage in project work at a much faster pace. They have also resulted empowering the enthusiastic participants in becoming emissaries of Lean Thinking within our organization.



BRANDING OF LEAN

BADGE BUDDIES are being worn by those that have completed our Yellow Belt training as well as by those that have obtained Green or Black Belt certifications. This has helped us promote even greater awareness of Process Improvement and the Culture of Lean at MHS.



LEAN IMPACT

“I just wanted to say thank you for offering this [Yellow Belt] class. I really found it informative and interesting. I was able to take the information that I learned in class and see how I can apply it to my department. This was the most fun I have had taking any of the Memorial classes thus far! I look forward to learning even more.” – MHS Employee, Lean Yellow Belt Course graduate