



## The Essence of Lean:

Connecting *People, Process, and Purpose*

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## Objectives of Workshop

1. Introduce specific techniques and concepts that can help improve operations
2. Introduce tools so you can begin to apply what you've learned
3. Connect the dots between theory and practical application
4. Expand on previous lean training
5. Provide you with a "roadmap" on how to begin a lean journey

## A Key Question:

As an owner/leader – how can I take lean techniques, concepts, and tools and incorporate into my business?

## Administrative Notes

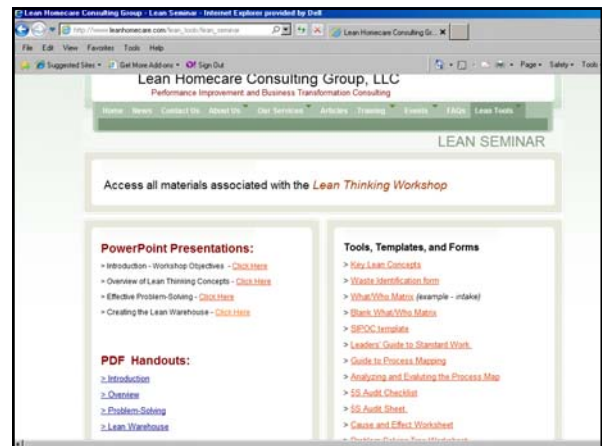
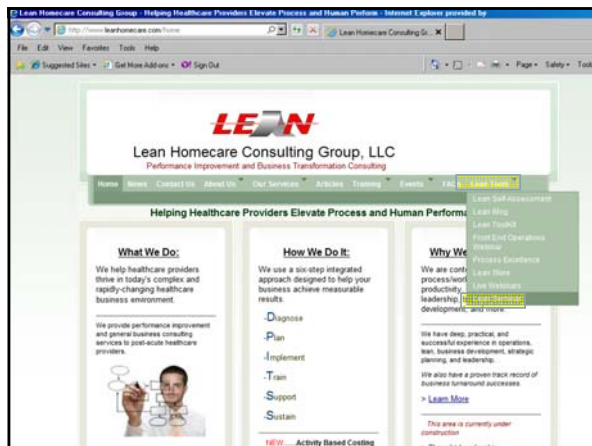
- Lot of material to cover
- Want this to be as informal as possible
- Interactive, participative – take a lot of notes!
- Will have time for questions, answers, and general discussion
- Review agenda

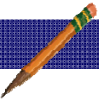
| Estimated Time | Agenda Item (s)                                                                                                                                            |
|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1:00 - 1:15    | <i>Essence of Lean - An Introduction - setting the stage and background</i>                                                                                |
| 1:15 - 2:15    | <i>Overview of Lean Techniques, Concepts, Tools (waste identification exercise, traits of an effective process, standard work review, What/Who Matrix)</i> |
| 2:15 - 3:00    | <i>Effective Problem-Solving: Getting to the Heart of the Matter (five-whys, problem-solving tree, fishbone diagram)</i>                                   |
| 3:00 - 3:15    | Break                                                                                                                                                      |
| 3:14 - 4:00    | <i>Creating the Lean and Efficient Warehouse</i>                                                                                                           |
| 4:00 - 4:20    | Review of tools – What/Who Matrix, Waste Identification, SIPOC, fishbone, 5S Audit, etc.                                                                   |
| 4:20 - 5:00    | Role of leaders - wrap-up, next steps, review, etc.                                                                                                        |

Flexibility built-in to schedule! – *Teach to standards, not to time*

## A Note About the Material

- Tools (templates and forms) are provided
- All materials, including presentations are available
- Will be able to access through our Website
- Read vs. listen
- [www.leanhomecare.com](http://www.leanhomecare.com)





## Task

- Write down 1-2 objectives you hope to meet (or things you hope to learn/takeaway) from this program
- What you like to get out of this program?
- Set your comments aside – will come back to them later

## Questions We Ask Employees:

- People want to do a good job – but they are confronted with barriers and roadblocks
- What does it take for you to have a “good day” at work?
- What barriers do you confront in your daily work?
- Answer is very consistent from organization to organization

Barriers/obstacles

## Answer (s):

- They want to meet their rate/quota -they want to be productive (*productivity*)
- They want the stuff that they produce to be right (*quality*)
- They don't want to get hassled in the process (*efficiency*)

## Ask – What Does it Take to Have a Really Good Day at Work?

### Key Points

- Lean is about removing obstacles/barriers
- Lean is also about elevating human (and process) performance
- It is a systematic approach to problem-solving
- Techniques/tools are designed to help surface problems AND solve problems

### Problem-Solving vs. Improvement

- “We have a cumbersome and lengthy intake process for new oxygen orders”
- So – why is a lengthy intake process a problem?
- How does it “punch through” to the customer (patient, referral)?
- Improvement is about reducing the lead time – making the process shorter

### Symptoms vs. Problems

- Lengthy lead time is not the real problem – it is a symptom of underlying problems relating to:
  - *Process*
  - *Workflow*
  - *Behavior issues*
  - *Training*
  - *Leadership*

### Address Root Causes

- You have to problem-solve to get at the core root causes
- Not just address the symptoms
- Can't just apply hastily conceived “quick-fixes” or “band-aids”
- Any countermeasure must be linked to a root cause
- “If I do this (countermeasure) this (root cause) will go away”

### More on Problem-Solving

- Tendency to avoid true problem-solving
- Want to implement “down and dirty” solutions to problems
- Want to be first and right
- People then spend all of their time convincing you why their solution will work and why it should be implemented “if you implement this new software, we can fix this”

### More on Problem-Solving

- How can you propose a “solution” without knowing what the true root cause issue (s)?
- Wrong diagnosis = wrong treatment
- “No statements” are really solutions in disguise
- “No software”, “no staff”, “no time”, etc.

Lean is also about surfacing  
and solving problems

### Two Main Lean Objectives....

1. To learn how to identify and eliminate waste
2. To improve your work environment

### Why Process Improvement Efforts Fail

### Question

- Think of a time when you were working on an improvement project – if the project failed or was less than successful, why?
  - ✓ Lack of time/other resources
  - ✓ Competing priorities
  - ✓ Human issues (conflict, in-fighting, competition)
  - ✓ Lack of leadership support
- Each of these can contribute to slow or false starts

### False Starts and Failures

- Why do good ideas not live up to their full potential?
  1. Often no real agreement on where to start
  2. Lack of agreement on what it is that you are trying to solve
- Need agreement on what the real issue is and where you want to go in order to solve the problem and effectively address the issue

### Rules vs. Tools

- Tools can help – but the tools alone are not what is important
- Tools are not important – the system is important
- Lean is about changing the way people “see” and approach their work

### Importance of Standards

- Have to have standards in place – a method to assess performance
- When actual performance does not meet the established standard – then there is a problem
- If someone is “too warm”, is that a problem?
- The ideal body temperature is 98.6 degrees

### Key Lean Concepts

- Waste identification and minimization
- Standard work
- Problem-solving
- Use of process metrics
- Organization – creating a visual workplace
- Work-leveling
- Role of leaders
- Traits of a well-managed process... *and more*